

**BSAT****BASE STRUCTURE ANALYSIS TEAM***4401 Ford Avenue • Post Office Box 16268 • Alexandria, Virginia 22302-0268 • (703) 681-0490*RP-0458-F9  
BSAT\ON  
22 Nov 1994

## MEMORANDUM FOR THE BASE STRUCTURE EVALUATION COMMITTEE

Subj: REPORT OF BSEC DELIBERATIONS ON 22 NOVEMBER 1994

1. The fiftieth deliberative session of the Base Structure Evaluation Committee (BSEC) convened at 0805 on 22 November 1994 in the Center for Naval Analyses Boardroom. The following members of the BSEC were present: The Honorable Robert B. Pirie, Chairman; Mr. Charles P. Nemfakos, Vice Chairman; Ms. Genie McBurnett; Vice Admiral Richard Allen, USN; Vice Admiral William A. Earner, Jr., USN; Lieutenant General Harold W. Blot, USMC; Lieutenant General James A. Brabham, USMC; and Ms. Elsie Munsell. The Honorable Nora Slatkin, Assistant Secretary of the Navy (RD&A) and the following Systems Commanders were present: Vice Admiral William Bowes, USN (NAVAIR); Vice Admiral George R. Sterner, USN (NAVSEA); Rear Admiral Robert M. Moore, USN (NAVSUP); Rear Admiral Walter H. Cantrell, USN (SPAWAR); Rear Admiral Jack E. Buffington, CEC, USN (NAVFAC); and Rear Admiral Marc Y. E. Pelaez, USN (ONR). The following members of the Base Structure Analysis Team were present: Mr. Richard A. Leach; Ms. Anne Rathmell Davis; Captain Richard R. Ozmun, JAGC, USN; and Lieutenant Colonel Orval Nangle, USMC.

2. Mr. Pirie welcomed Ms. Slatkin and her staff. This BSEC session was an opportunity for her to provide industrial policy guidance that the BSEC should be aware of in conducting the BRAC process.

3. Because of the complexity and diversity of technical centers, Ms. Slatkin wanted to meet with the BSEC to ensure that everyone worked from a common understanding of DoN's industrial policies. She and her staff had worked long and hard to develop policies which will support the Navy's future technical requirements.

4. Ms. Slatkin presented three fundamentals that guided her in developing imperatives. First, DoN needs to continue to develop and retain people who can translate military requirements into technical specifications, people who understand how to build in-service use, people who perform as smart buyers, and people who understand life cycle support. Second, DoN must maintain quality sites. Multipurpose warfare sites are needed to get new technology into warfare quickly. Emphasis should be on science and technology. Third, given the Administration's policy to outsource when feasible, DoN should outsource to the maximum extent practicable and support acquisition reform as it will allow entry into the commercial market.

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5. Ms. Slatkin provided seven imperatives as guidance in trying to get the smallest structure necessary to perform acquisition and life cycle functions.

a. Both public and private shipyard capacity should be considered.

b. DoN should minimize the number of labs, warfare centers, and sites consistent with the operational draw down.

c. Science and technology and the ability to prototype must be an integral part of life cycle support.

d. DoN should maintain minimum organic capability to develop performance acquisition and support engineering support. The rest of the work could be done in the commercial sector.

e. Organic depot and production functions need not be integrated into technical centers.

f. DoN should retain access to irreplaceable range and test facilities. Collocated activities should be favored.

g. DoN should use existing facilities as much as possible to avoid new investment.

No written imperatives were provided.

6. Ms. Slatkin advised that the Joint Cross-Service Groups have been looking for cross-service opportunities for consolidation. There may be possible synergy achieved in medical R&D, C4I, and energetics by collocation and consolidation. Mr. Nemfakos pointed out that DoN activities, unlike those of other Military Departments, have broad spectrum capabilities. We must ensure that we don't unravel that capability by consolidating very narrow functional capabilities.

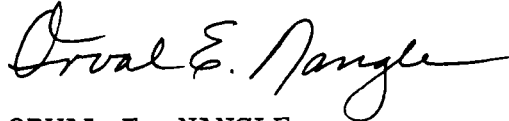
7. The 60/40 split between public and private work was discussed. Mr. Pirie pointed out that the 60/40 split applied to the dollar total for all work, not to each segment of work. Consequently, it is possible to close DoN shipyards without violating the legislative split of work.

8. Regarding the reduction of technical activities, Ms. Slatkin advised that as the force size and budget comes down, the infrastructure built for a larger Navy and Marine Corps can be reduced. The issue is picking the right capability to shed. There are some that could not be brought back, others that are redundant, and some that could be done by the commercial sector. DoN must keep and modernize critical elements.

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9. The Joint Cross-Service Groups have been looking at the possible collocation of the Military Departments Offices of Research. Collocation will create efficiencies and avoid duplication.

10. The deliberative session adjourned at 0900.

A handwritten signature in cursive script, reading "Orval E. Nangle". The signature is written in dark ink and is positioned above the typed name and title.

ORVAL E. NANGLE  
LTCOL, USMC  
Recording Secretary

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# Document Separator



**BSAT****BASE STRUCTURE ANALYSIS TEAM**

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18 NOV 1994

**MEMORANDUM FOR THE BASE STRUCTURE EVALUATION COMMITTEE (BSEC)**

Subj: REPORT OF BSEC DELIBERATIONS ON 18 NOVEMBER 1994

- Encl:
- (1) BRAC-95 Scenario Development Data Calls (027-049)
  - (2) Technical Centers Footprint
  - (3) Changes to Naval Hospital Military Value Matrix, with revised Naval Hospital Military Value Matrix
  - (4) Changes to Marine Corps (Wing) Reserve Centers Military Value Matrix, with revised Marine Corps (Wing) Reserve Military Value Matrix
  - (5) Changes to Navy & Marine Corps Reserve Centers Military Value Matrix, with revised Navy & Marine Corps Military Value Matrix
  - (6) Changes to Marine Corps Reserve Centers Military Value Matrix, with revised Marine Corps Reserve Centers Military Value Matrix
  - (7) Changes to Naval Air Station/Marine Corps Air Stations Military Value Matrix, with revised Naval Air Station/Marine Corps Air Stations Military Value Matrix
  - (8) Briefing Materials for Navy & Marine Corps Reserve Centers Configuration Model Specifications
  - (9) Briefing Materials for Marine Corps Reserve Centers Configuration Model Specifications
  - (10) Briefing Materials for Naval Air Reserve Centers Configuration Model Specifications
  - (11) Briefing Materials for Marine Corps (Wing) Reserve Centers Configuration Model Specifications
  - (12) Briefing Materials for Naval Reserve Readiness Command Configuration Model Specifications
  - (13) Briefing Materials for Training Centers Configuration Model Specifications
  - (14) Briefing Materials for Navy & Marine Corps Reserve Centers Configuration Model Results
  - (15) Briefing Materials for Marine Corps Reserve Centers Configuration Model Results
  - (16) Briefing Materials for Naval Air Reserve Centers Configuration Model Results
  - (17) Briefing Materials for Marine Corps (Wing) Reserve Centers Configuration Model Results
  - (18) Briefing Materials for Naval Reserve Readiness Command Configuration Model Results
  - (19) Briefing Materials for Training Centers Configuration Model Results

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Subj: REPORT OF BSEC DELIBERATIONS ON 18 NOVEMBER 1994

1. The forty-ninth deliberative session of the Base Structure Evaluation Committee (BSEC) convened at 0800 on 18 November 1994 at the Base Structure Analysis Team (BSAT) Conference Room at the Center for Naval Analyses. The following members of the BSEC were present: The Honorable Robert B. Pirie, Jr., Chairman; Ms. Genie McBurnett; Vice Admiral Richard Allen, USN; Vice Admiral William A. Earner, Jr., USN; Lieutenant General Harold W. Blot, USMC; Lieutenant General James A. Brabham, USMC; and Ms. Elsie Munsell. Mr. Charles P. Nemfakos, Vice Chairman, entered the deliberative session at 0905. The following members of the BSAT were present: Mr. Gerald Schiefer; Ms. Anne Rathmell Davis; Mr. David Wennergren; and Captain Richard Ozmun, JAGC, USN. Mr. Richard Leach arrived at 0840.

2. Mr. Wennergren presented the draft scenario development data calls 027-049 for Technical Centers. See enclosure (1). The BSEC reviewed the scenario development data calls and directed the following changes:

a. Scenario 035. The BSEC directed that the following changes regarding the third sentence: insert the word "Use" in place of "Adapt" and the words "in place of" for "to replace."

b. Scenario 043. The BSEC directed that the words "Relocate necessary functions to Naval Shipyard Norfolk" replace "Consolidate at Naval Shipyard Norfolk."

With the above changes the BSEC directed the BSAT to send the scenario development data calls to the designated DON activities.

3. Mr. Schiefer presented the Technical Centers Footprint. See enclosure (2). The Technical Centers Footprint identifies functional areas performed by Technical Centers prior to and after configuration analysis. Its purpose is to identify changes in the number of activities (gains and losses) performing in each of the functional areas as a result of configuration analysis. To accomplish this, the Technical Centers Footprint aggregates the types of work performed at Technical Centers into 11 functional areas (e.g., Platform). There are 23 subcategories within the 11 functional areas (e.g., under Platform: Ship, Air, Space, and Ground). There are four life cycle phases for each functional area (RDTE, Acquisition, Life, and General). Each life cycle phase is divided into "current" and "after" sections. The current section reflects the number of Technical Centers performing a functional area before configuration analysis. The after section reflects the number of Technical Centers performing a functional area if the results of configuration analysis were implemented. As reflected by enclosure (2), all Technical Centers functions continued to be performed.

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4. Mr. Schiefer departed the meeting. Captain Michael Golembieski, MC, USN, entered.

5. Captain Michael Golembieski presented proposed changes to the Naval Hospitals Military Value Matrix. Enclosure (3) reflects the changes and revised Naval Hospital Military Value Matrix. The changes resulted primarily from revised data submissions from submitting activities and did not cause a change in the relative military value rankings of the Naval Hospitals.

6. Captain Golembieski presented proposed changes to the Navy and Marine Reserve Centers and Naval Reserve Readiness Commands as reflected below. The changes result primarily from the application of BSEC approved rules for giving credit to activities narrowly missing a question threshold or numerical cutoff.

a. Enclosure (4) reflects the proposed change to the Marine Corps (Wing) Reserve Centers (MARCORWINGRESCEN) Military Value Matrix, and the revised MARCORWINGRESCEN Military Value Matrix. As a result of the change Norfolk gained 5.94 in military value. The BSEC approved the proposed change.

b. Enclosure (5) reflects the proposed changes to the Naval and Marine Corps Reserve Centers (NAVMARCORRESCEN) Military Value Matrix, and the revised NAVMARCORRESCEN Military Value Matrix. As a result of the changes, activity military value scores increased from 1.33 (Central Point, Oregon) to 5.81 points (Columbia, South Carolina). The BSEC approved the proposed changes to the NAVMARCORRESCEN Military Value Matrix.

c. Enclosure (6) reflects proposed changes to the Marine Corps Reserve Centers (MARCORRESCEN) Military Value Matrix, and the revised MARCORRESCEN Military Value Matrix. As a result of the changes, the military value score of Camp Pendleton and Fort Knox increased by 2.18, and the military value score of Broussard, Louisiana and Charleston, West Virginia, increased by 2.16. The BSEC approved the proposed changes to the MARCORRESCEN Military Value Matrix.

Captain Golembieski departed. Commander Loren Heckelman, SC, USN, entered the meeting.

7. Commander Heckelman presented proposed changes to the Naval Air Station/Marine Corps Air Station (NAS/MCAS) Military Value Matrix. Enclosure (7) reflects the proposed changes and revised military value matrix. The changes result from BSAT clarifications regarding certified data. As a result of the changes, Jacksonville's military value score decreased by 1.24 in military value and

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dropped from sixth to seventh in relative military value ranking. Brunswick's military value score increased by 0.58 and its relative ranking went from sixteenth to fifteenth. The BSEC approved the proposed changes to the NAS/MCAS Military Value Matrix.

8. Commander Heckelman departed. At 0905 Mr. Nemfakos, Captain Golembieski, and Commander Bill Hendrix, USNR, entered the meeting.

9. Prior to presenting draft configuration model specifications for the Navy and Marine Reserve Centers, the BSAT had worked very closely with the Reserve Force to develop approaches to be used in Navy and Marine Corps Reserve Centers configuration analysis and to ensure that available demographics are used to accurately reflect the COBRA costs of drilling and training. The Reserve Force places high importance on demographics in meeting its recruiting and technical expertise requirements. Accordingly, in developing the approaches to be used in Navy and Marine Corps Centers configuration analysis, the BSAT incorporated demographic considerations into the various model's parameters and rules. For example, model rules provide that Reserve Centers with 100% or greater manning should not be closed, as those Reserve Centers are indicative of especially productive demographic areas. Additionally, the rules provide that a Navy Reserve presence should be maintained in every State to ensure a broad demographic base to meet recruiting requirements.

10. Commander Hendrix presented a draft approach for the NAVMARCORRESCEN configuration analysis. See enclosure (8). The objective function is to minimize excess capacity, while maintaining average military value. The parameters are based on Selected Reserve manning levels; center location; center drill utilization availability; and FY 2001 drill utilization requirements. The model output is Reserve Centers open or closed. The approach will generate the three best solutions. The model rules include:

a. Maintain a Navy reserve presence in every state.

b. Close no Naval Reserve Center that has 100% or greater manning, and which is not within 100 miles of another Naval Reserve Center.

The approach will generate the three best solutions. The BSEC approved the configuration approach and directed the BSAT to run the model.

11. Commander Hendrix presented a draft approach for the Marine Corps Reserve Center (MARCORRESCEN) configuration analysis. See enclosure (9). The objective function is to minimize excess capacity, while maintaining average military value. The parameters

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are based on Selected Reserve manning levels; center drill utilization availability; and FY 2001 drill utilization requirements. The model output is Reserve Centers open or closed. The model rules include closing no MARCORRESCEN that has 100% or greater manning and is not within 100 miles of another MARCORRESCEN or NAVMARCORRESCEN. The approach will generate the three best solutions. The BSEC approved the configuration approach and directed the BSAT to run the model.

12. Commander Hendrix presented a draft approach for the Naval Air Reserve Center (NAVAIRRESCEN) configuration analysis. See enclosure (10). The objective function is to minimize excess capacity, while maintaining average military value. The parameters are based on Selected Reserve manning levels; center drill utilization availability; and FY 2001 drill utilization requirements. The model output measures NAVAIRRESCENS open or closed. The model rules include closing no NAVAIRRESCEN with 100% or greater manning. The approach will generate the three best solutions. The BSEC approved the configuration approach and directed the BSAT to run the model.

13. Commander Hendrix presented a draft approach for the MARCORWINGRESCEN configuration analysis. See enclosure (11). The objective function is to reduce excess capacity, while maintaining average military value. The parameters are based on Selected Reserve manning levels; center drill utilization availability; and FY 2001 drill utilization requirements. The model output measures MARCORWINGRESCENS open or closed. The model rules include closing no MARCORWINGRESCEN with 100% or greater manning. The approach will generate the three best solutions. The BSEC approved the configuration approach and directed the BSAT to run the model.

14. Commander Hendrix presented a draft approach for the Naval Reserve Readiness Commands (REDCOMs) configuration analysis. See enclosure (12). The objective function is to minimize excess capacity, while maintaining average military value. The parameters are based on Selected Reserves managed by the REDCOM; REDCOM drill utilization availability; and FY 2001 REDCOM drill utilization requirements. The model output measures REDCOMs open or closed. The model rules include maintaining the average number of drill utilization hours per Selected Reserve managed. The approach will generate the three best solutions plus sensitivity analyses demonstrating solutions for changes in REDCOM requirements of +10%, -10%, and -20%. The BSEC approved the configuration approach and directed the BSAT to run the model.

15. The BSEC recessed at 0934 and reconvened at 0945. All members of the BSEC present when the meeting recessed were once again present. The following members of the BSAT were present Mr. Leach;

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Ms. Anne Rathmell Davis; Mr. Steve Belcher; Captain Brian Buzzell; and Captain Ozmun.

16. Mr. Belcher presented a draft approach for the Training Centers configuration analysis. The objective function minimizes excess student throughput capacity, while maintaining average military value. The parameters are based on training requirements and training capacities. Training requirements include FY 2001 student throughput, classroom hours (10 seat classroom equivalents), applied instruction space hours (10 seat laboratory equivalents), and mandatory billeting (average on onboard). Training capacities include annual classroom hours (10 seat laboratory equivalents), annual applied instruction space hours (10 seat laboratory equivalents), and billeting (beds). The model rules include the assignment of the entire school to one location, applying the NAVFAC P-80 standard for facilities planning except where requirements exceed capacity, and restricting Trident Training Facilities to Trident bases. The model rules also include individual constraints (library, team trainers, advanced specialized laboratories, ranges, and competitive athletic facilities). The model will generate the three best solutions plus sensitivity analyses demonstrating solutions for changes in Training Centers requirements (-10, -20, and +10%). The BSEC approved the approach for the Training Centers configuration analysis and directed that the model be run.

17. Captain Buzzell and Mr. Belcher departed. Captain Golembieski and Commander Hendrix entered.

18. Commander Hendrix briefed the BSEC on the results produced by the Reserve Centers and REDCOM configuration analysis. See enclosures (14) through (18). The models produced the following solutions:

a. NAVMARCORRESCEN.

(1) Initial Solution. The model's initial solution closed 22 activities, while keeping 159 activities open. Excess drill utilization hours were reduced to 9 hours, and the average military value was 43.11.

(2) Secondary Solution. The model's second solution closed 33 activities, while keeping 148 activities open. Excess drill utilization hours were reduced to 39 hours, and the average military value was 43.55.

(3) Tertiary Solution. The model's third solution closed 14 activities, while keeping 167 activities open. Excess drill utilization hours were reduced to 51, and the average

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military value was 42.59.

The model solutions and the activities proposed for closure are reflected in enclosure (14).

b. MARCORRESCEN.

(1) Initial Solution. The model's initial solution closed 26 activities, while keeping 38 activities open. Excess drill utilization hours were reduced to 2 hours, and the average military value was 49.88.

(2) Secondary Solution. The model's second solution closes 27 activities, while keeping 36 activities open. Excess drill utilization hours were reduced to 2 hours, and the average military value was 49.39.

(3) Tertiary Solution. The model's third solution closed 28 activities, while keeping 35 activities open. Excess drill utilization hours were reduced to 2 hours, and the average military value was 49.38.

The model solutions and the activities proposed for closure are reflected in enclosure (15).

c. NAVAIRRESCEN.

(1) Initial Solution. The model's initial solution closed 5 activities, while keeping 8 activities open. Excess drill utilization hours were reduced to 88,713, and the average military value was 51.30.

(2) Secondary solution. The model's second solution closed 4 activities, while keeping 9 activities open. Excess drill utilization hours were reduced to 90,633, and the average military value was 51.76.

(3) Tertiary Solution. The model's third solution closed 4 activities, while keeping 9 activities open. Excess drill utilization hours were reduced to 92,745, and the average military value was 51.31.

The model solutions and the activities proposed for closure are reflected in enclosure (16).

d. MARCORWINGRESCEN.

(1) Initial Solution. The model's initial solution closed 5 activities, while keeping 9 activities open. Excess drill

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utilization hours were reduced to 558, and the average military value was 52.83.

(2) Secondary Solution. The model's second solution closed 5 activities, while keeping 9 activities open. Excess drill utilization hours were reduced to 558, and the average military value was 55.14.

(3) Tertiary Solution. The model's third solution closed 4 activities, while keeping 10 activities open. Excess drill utilization hours were reduced to 144, and the average military value was 53.41.

The model solutions and the activities proposed for closure are reflected in enclosure (17).

e. REDCOM.

(1) Initial Solution. The model's initial solution closed 5 activities, while keeping 8 activities open. The final average drill utilization hours per Selected Reserve was 11.81. Excess drill utilization hours were reduced to 4, and the average military value was 52.98.

(2) Secondary Solution. The model's second solution closed 4 activities, while keeping 9 activities open. The final average drill utilization hours per Selected Reserve was 13.53. Excess drill utilization hours were reduced to 4, and the average military value was 52.00.

(3) Tertiary Solution. The model's third solution closed activities, while keeping 8 activities open. The final drill utilization hours per Selected Reserve was 11.40. Excess drill utilization hours were reduced to 4, and the average military value was 51.97.

The configuration approach approved by the BSEC for REDCOM configuration analyses included sensitivity analyses at +10, -10%, and -20% changes in REDCOM requirements. Enclosure (18) reflects only the results for sensitivity analyses at +10% and -10%. The BSAT advised the BSEC that although the sensitivity analysis for -20% was not reflected in enclosure (18), it produced the same solution as -10% (8 REDCOMs remained open, 5 REDCOMs closed). The model's solutions are reflected in enclosure (18). Captain Golembieski and Commander Hendrix departed.

19. The BSEC then discussed the results of the RESCEN/REDCOM configuration analysis. In developing an approach to identify activities for COBRA analysis, the BSEC decided to first look at



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those activities which were closed in all three model solutions, and which were not located on an active duty base. The BSEC directed the BSAT to prepare a list of REDCOM/RESCEN activities that were in all three model solutions.

20. Mr. Gerald Schiefer, Mr. John Trick, Mr. Don DeYoung, Captain Robert L. Moeller, Jr., USN, Captain Brian Buzzell, Commander Mark Samuels, CEC, USN, and Commander Scott Evans, USN, entered the meeting.

21. The DON representatives to the Joint Cross-Service Groups (JCSG) reported as follows:

a. JCSG Depot Maintenance. Captain Moeller reported that the JCSG Depot Maintenance had received military value from all the Military Departments. The optimization model was run using military value. The JCSG Depot Maintenance is working to provide alternatives to the Military Departments

b. JCSG Test & Evaluation (T&E). Commander Samuels reported that the optimization model had been run with military value. The JCSG is working to provide alternatives to the Military Departments.

c. JCSG Laboratories. Mr. Trick reported that the JCSG Laboratories will exchange military value today. The optimization model will then be run with military value, and preliminary alternatives will be provided to the Military Departments.

d. JCSG Undergraduate Pilot Training. Captain Buzzell reported that the JCSG Undergraduate Pilot Training had now received military value from Military Departments. The optimization model will be run with military value, and the alternatives will be provided to all Military Departments.

Mr. Pirie departed (1148).

22. The BSEC recessed at 1150 and reconvened at 1230. All members of the BSEC present when the meeting recessed were once again present. The following members of the BSAT were present: Mr. Richard Leach, Ms. Anne Rathmell Davis, Mr. Bill Davis, Captain Golembieski, Captain Ozmun, and Commander Hendrix.

23. Commander Hendrix reported to the BSEC concerning those RESCEN/REDCOM activities identified for closure in all three model solutions in the results of the RESCEN/REDCOM configuration analysis. Those activities are listed in enclosure (19). The number of RESCEN/REDCOM activities included in all three model solutions is: NAVMARRESCEN (10); MARCORRESCEN (18); MARCORWINGRESCEN (2);

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NAVAIRRESCEN (2); and REDCOM (2). Upon reviewing the listed activities, the BSEC decided to remove from consideration those activities located on active duty installations. This resulted in 5 activities being removed from the MARCORRESCEN activity list (Chicago, Concord, Fort Knox, Montgomery, Seattle, and Tampa). The BSEC then decided to remove from consideration those MARCORRESCEN activities that were the only ones in the state or the only ones in the city. The BSEC then directed the BSAT to identify those activities and report back to them after having done so.

24. The BSEC recessed at 1300 and reconvened at 1330. All members of the BSEC and BSAT present when the meeting recessed were once again present. In addition, Captain Brian Buzzell, Captain Martha Bills, Commander Mike James, Lieutenant Commander Steve Bertolaccini, CEC, USN; Major Tom Gerke, USMC; and Mr. Steve Belcher were present.

25. Captain Buzzell presented the results produced by the Training Centers configuration analysis. See enclosure (20). The models produced the following solutions:

a. Non-Fleet Concentration Activities. The model's best solution closed only one activity, the Naval Supply School (Athens). Excess capacity was: Classrooms (776,690); Labs (669,656); and Billeting (7,430). Average military value was 45.31 vice the initial average military value of 44.63. No activities closed under the second solution.

b. Degree Granting Institutions. The model's best solution closed one institution, the Naval War College. Excess capacity was: Classrooms (867,541); Labs (419,931); and Billeting (182). Average military value was 34.04 vice the initial military value average of 32.78. No activity closed under the second solution.

c. Fleet Concentration Training Activities. The model's best solution closed six activities (FCTCP, FTCN, FTCM, ASWL, PHIBL, PHIBP, and FMWTC). Excess capacity was: Classroom (109,411); Labs (175,176); and Billeting (830). Average military value was 47.39 compared with the initial average military value of 44.85.

d. Recruit Training Depots/Centers. The model's best solution closed no activities. Excess capacity remained at: Classroom (128,210); Labs (146,325); and Billeting (13,998).

Captain Buzzell, Captain Bills, Commander James, Lieutenant Commander Bertolaccini, Major Gerke, and Mr. Belcher departed.

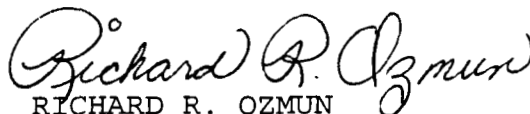
26. The BSEC discussed the results of the Training Centers configuration analysis. Noting the few closures produced by the

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model and the high excess capacity maintained, the BSEC decided to continue its discussion at the next meeting.

27. Ms. McBurnett departed at 1410. VADM Allen departed at 1415.

28. The meeting adjourned at 1422.

A handwritten signature in cursive script, reading "Richard R. Ozmun".

RICHARD R. OZMUN  
CAPT, JAGC, USN  
Recording Secretary

## BRAC-95 Scenario Development Data Calls

### Technical Centers

**Scenario  
Number**

**Description**

#### **NAVAIR:**

- 027     **NAWC Ind Alt 1.** Close NAWC Indianapolis. Move necessary functions to NSWC Louisville.
  
- 028     **NAWC Ind/Louis Alt 2.** Close NAWC Indianapolis. Close NSWC Louisville (tasked to NAVSEA). Move necessary functions to NSWC Crane.
  
- 029     **NAWC Lakehurst.** Close NAWC Lakehurst.
  
- 030     **NAWC/NCCOSC Warmnstr.** Close NAWC Det Warminster, to include NCCOSC Det Warminster (also tasked to SPAWAR).
  
- 031     **NATSF.** Close NAVAIRTECHSERVFAC Philadelphia. Consolidate at SPCC Mechanicsburg.
  
- 032     **NAWC Oreland.** Close NAWC Det Deep Water Test Facility Oreland.
  
- 033     **NAESU Philadelphia.** Consolidate NAESU Philadelphia at NAWC Patuxent River.

#### **NAVSEA:**

- 028     **NSWC Louis/Ind Alt 2.** Close NSWC Louisville. Close NAWC Indianapolis (tasked to NAVAIR). Move necessary functions to NSWC Crane.
  
- 034     **NSWC Crane.** Close NSWC Crane.

*Enclosure (1) 18 NOV 94*

## **BRAC-95 Scenario Development Data Calls**

### **Technical Centers**

<u>Scenario Number</u>	<u>Description</u>
035	<b>NSWC Annapolis.</b> Close NSWC Det Annapolis, including special area (NIKE Site). Consolidate at NSWC Philadelphia. Adapt existing facilities at other locations to replace those at NSWC Annapolis.
036	<b>NSWC Indian Head.</b> Close NSWC Indian Head. Move necessary functions and all major tenants, to include NOC EODTECHDIV and NOC Headquarters, to appropriate activities.
037	<b>NSWC Sullivan.</b> Close NSWC Det Sullivan, IN.
038	<b>NUWC New London.</b> Close NUWC New London. Move necessary functions to NUWC Newport.
039	<b>NWAD Corona.</b> Close NWAD Corona. Move necessary functions to NPGS Monterey.
040	<b>AEGIS Moorestown.</b> Close AEGIS Moorestown.
041	<b>AEGIS Wallops.</b> Close AEGIS COMBATSYSSEN Wallops Island.
042	<b>NSWC White Oak.</b> Close NSWC Det White Oak.

#### **SPAWAR:**

030	<b>NAWC/NCCOSC Warmnstr.</b> Close NAWC Det Warminster, to include NCCOSC Det Warminster (also tasked to NAVAIR).
043	<b>NISE Norfolk.</b> Close NISE East Det Norfolk. Consolidate at NSY <del>Norfolk.</del>
044	<b>NISE San Diego.</b> Close NISE West San Diego. Consolidate with NCCOSC RDT&E Division San Diego and leave any necessary remaining functions in place.

## **BRAC-95 Scenario Development Data Calls**

### **Technical Centers**

**Scenario  
Number**

**Description**

045     **NAVMASSO.** Close NAVMASSO.

#### **CNR:**

046     **NRL Orlando.** Close NRL Det Orlando.

#### **BUPERS:**

047     **NPRDC San Diego.** Close NAVPERSRANDCEN San Diego. Move appropriate functions to NAVAIRWARCENTRASYS DIV Orlando and BUPERS Memphis.

#### **BUMED:**

048     **NMRI.** Close Naval Medical Research Institute, Bethesda.

049     **NBDL.** Close Navy Biodynamics Lab New Orleans.

# TECHNICAL CENTERS FOOTPRINT

	Platform																	Weapons Systems					Combat Sys Integration				Spec Ops	Sensor Surv Sy	Nav	C4I	Defense Sys		Strat Sys	General Mission Support					Generic Tech
	Air			Space		Grd		Miss	Torp	Mine	Gun	Oth	Sub		Air	Surf		Multi	BMD	Oth	Fac	Div	Env	Crew	Rng	Oth													
	Ship	Air	Space	Grd	Sub	Surf	Multi																																
ROTE	CURRENT	11	8	2	4	4	10	4	1	8	13	4	5	9	8	11	20	8	17	5	14	7	8	9	6	4	15	8	13	10									
ACQ	CURRENT	7	6	0	2	11	5	5	9	15	3	6	8	4	5	17	5	15	1	16	7	10	10	4	2	1	6	6	12	4									
LIFE	CURRENT	11	8	0	3	8	4	4	10	17	4	7	12	3	4	16	10	17	0	15	6	8	14	7	3	3	8	8	15	4									
	AFTER																		0																				
GEN	CURRENT	4	5	2	0	5	1	1	5	3	1	3	4	5	3	6	2	9	3	6	0	11	3	2	1	1	1	4	11	2									
	AFTER																																						

FM 11(2) 12 NOV 1974

NAVAL HOSPITALS -- changes clarifications since last brief to BSEC

Line 50 (1.20) -- Do 90% or more of the housing units have all the required amenities?

Bethesda now a 1 so gained 1.20

Encl (3) 18 NOV 94



11/17/94

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X
Mission Requirements	BETH	SAN DI	PORTS	CP PN	LEMO	29PLM	GROTO	PENSA	JAX	GR LKSPAX	RVCLNC	CH PT	NWPR	CHARL	BEAUF	MILLI	COR C	BREMR	OAK H	GUAM	ROOSR	MEAN	
	21.14	15.52	21.14	16.60	1.27	9.32	11.42	13.17	16.32	15.77	5.79	13.18	14.39	4.19	5.63	3.93	9.71	7.33	7.06	9.21	7.06	10.86	
	RANK	1.00	6.00	1.00	3.00	22.00	13.00	10.00	9.00	4.00	5.00	18.00	8.00	7.00	20.00	19.00	11.00	12.00	15.00	16.00	14.00	18.00	
Facilities	DIFFERENCE	10.28	4.66	10.28	5.74	-9.59	-1.54	0.56	2.31	5.46	4.91	-5.07	2.32	3.53	-6.67	-5.23	-1.09	-6.93	-1.15	-3.63	-3.80	-3.80	
		4.84	7.24	4.84	4.84	7.64	3.40	4.84	8.24	6.04	0.00	10.64	8.24	4.24	4.84	4.24	4.84	9.44	4.84	7.64	4.84	6.0925	
	RANK	11.00	9.00	11.00	11.00	7.00	21.00	11.00	4.00	5.00	10.00	22.00	1.00	5.00	19.00	11.00	2.00	11.00	2.00	7.00	7.00	11.00	
Location	DIFFERENCE	-1.25	1.15	-1.25	-1.25	1.55	-2.69	-1.25	2.75	2.15	-0.05	-6.09	4.55	2.15	-1.85	-1.25	-1.85	3.35	-1.25	3.35	1.55	-1.25	
		5.79	3.47	5.79	3.47	11.93	13.05	3.47	3.47	3.47	3.47	9.64	11.93	9.26	3.47	3.47	3.47	3.47	13.05	9.26	13.05	9.64	
	RANK	11.00	14.00	11.00	14.00	4.00	1.00	14.00	14.00	14.00	14.00	6.00	4.00	8.00	14.00	14.00	14.00	14.00	1.00	8.00	1.00	6.00	
Features and Capabilities	DIFFERENCE	-1.34	-3.65	-1.34	-3.65	4.81	5.93	-3.65	-3.65	-3.65	2.52	4.81	2.13	-3.65	-3.65	2.13	-3.27	-3.65	5.93	2.13	5.93	2.52	
		15.11	16.62	15.11	15.93	2.65	2.65	0.00	13.61	14.31	2.65	3.58	2.65	1.14	2.65	2.65	5.09	2.65	12.79	2.65	5.79	2.65	
	RANK	3.00	1.00	3.00	2.00	12.00	12.00	7.00	5.00	6.00	12.00	11.00	12.00	21.00	12.00	10.00	12.00	8.00	12.00	9.00	12.00	12.00	
Costs	DIFFERENCE	7.97	9.49	7.97	8.79	-4.48	-4.48	-7.13	6.48	7.17	8.89	-4.48	-3.56	-4.48	-6.00	-4.48	-2.04	-4.48	-4.48	-1.34	-4.48	-4.48	
		0.00	0.55	0.00	0.55	0.00	0.55	0.55	0.00	0.00	0.00	0.00	0.00	0.55	0.55	0.00	0.00	0.55	0.55	0.00	0.55	0.55	
	RANK	10.00	1.00	10.00	1.00	10.00	1.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	1.00	1.00	10.00	10.00	1.00	1.00	10.00	1.00	
QOL	DIFFERENCE	-0.22	0.32	-0.22	0.32	-0.22	0.32	0.32	-0.22	-0.22	-0.22	-0.22	-0.22	0.32	0.32	-0.22	-0.22	-0.22	0.32	0.32	-0.22	0.32	
		3.13	3.13	3.31	3.88	7.38	8.81	4.85	6.68	5.47	4.20	5.19	4.25	8.17	7.12	4.18	5.48	7.48	7.23	6.83	8.90	9.33	
	RANK	16.00	22.00	21.00	20.00	7.00	3.00	15.00	11.00	13.00	18.00	14.00	17.00	4.00	5.00	9.00	19.00	12.00	6.00	10.00	2.00	1.00	
Totals:	DIFFERENCE	-1.57	-3.00	-2.82	-2.25	1.25	2.88	-1.28	0.55	-0.66	-1.93	-0.84	-1.88	2.26	2.05	0.99	-1.95	-0.65	1.35	1.10	0.70	2.78	3.21
		31.14	31.14	31.14	31.14	31.14	31.14	31.14	31.14	31.14	31.14	31.14	31.14	31.14	31.14	31.14	31.14	31.14	31.14	31.14	31.14	31.14	
	RANK	1.00	4.00	2.00	7.00	16.00	12.00	18.00	8.00	3.00	10.00	20.00	9.00	11.00	22.00	19.00	17.00	21.00	15.00	5.00	13.00	8.00	14.00
DIFFERENCE		13.88	8.97	12.62	7.71	-5.69	0.21	-12.44	8.21	10.24	5.94	-14.29	6.02	5.37	-15.80	-13.30	-7.47	-14.37	-4.81	8.23	-1.78	7.03	-3.48

R=Readiness F=Facilities M=Mobilization C=Cost

(3) 17 NOV

## Naval Hospitals Military Value Matrix

Military Criteria																		Responses					Total				
R	F	M	C	Score	MV	BETH	SAN DI	PORTS	CP PN	LEMOR	29PLM	GROTO	PENSA	JAX	GR LKS	PAX RV	CLNC										
45	10	15	10	40	40.1	21	16	21	17	1	9	11	13	18	16	6	13										
<b>Mission Requirements</b>																											
1	1	1	0	10	5.24	1	1	1	1	1	0	0	0	0	0	0	0										
2	1	1	0	7	3.67	0	0	0	0	0	0	0	0	0	0	0	0										
3	1	1	0	4	2.10	0	0	0	0	0	1	1	1	0	1	0	1										
4	1	1	0	7	5.24	1	1	1	1	0	0	0	0	0	0	0	0										
5	1	1	0	7	3.67	0	0	0	0	0	0	0	0	1	1	0	1										
6	1	1	0	4	2.10	0	0	0	0	0	0	0	1	1	1	1	0										
7	1	1	1	10	5.79	1	0	1	0	1	1	1	1	1	1	1	0										
8	0	0	0	1	6	0.33	0	1	0	0	0	0	0	0	0	0	0										
9	0	0	0	1	3	0.16	1	0	1	0	0	1	1	0	0	0	0										
10	0	0	0	1	1	0.05	0	0	0	0	0	0	0	1	1	0	0										
11	1	0	0	7	2.65	0	0	0	1	0	0	0	0	0	1	0	1										
12	1	1	0	9	4.71	1	1	1	0	0	0	0	0	0	0	0	0										
13	1	1	0	6	3.14	0	0	0	1	0	0	0	1	1	1	1	0										
14	1	1	0	3	1.27	0	0	0	0	1	1	1	0	0	0	0	0										
15	2	6	0	4	12.2	5	7	5	5	8	3	6	9	8	6	0	11										
16	0	1	0	1	3	0.60	1	1	1	0	1	1	1	1	1	0	1										
17	0	1	0	1	8	1.60	0	0	0	0	1	0	0	0	0	0	0										
18	0	1	0	1	6	1.20	0	1	0	0	0	0	0	0	1	0	1										
19	1	1	0	10	4.24	1	1	1	1	1	0	1	1	1	1	1	0										
20	1	1	0	8	3.40	0	0	0	0	1	0	0	1	1	1	0	1										
21	4	1	2	4	13.4	8	3	6	3	12	13	3	3	3	3	10	12										
22	0	0	0	1	7	0.36	0	0	0	0	0	0	0	0	0	0	1										
23	1	0	1	8	3.47	0	1	0	1	1	1	1	1	1	1	1	1										
24	1	0	0	4	1.12	0	0	0	0	0	1	0	0	0	1	0	1										
25	1	0	0	1	2.68	0	0	0	0	1	1	0	0	0	0	0	1										
26	1	1	1	10	5.79	1	0	1	0	1	1	0	0	0	0	1	1										
27	1	1	0	8	3.40	0	0	0	0	0	0	0	0	1	1	0	0										
28	1	0	1	6	2.60	1	1	1	1	0	0	0	1	1	0	0	0										
29	0	0	0	3	0	1.2	0	1	0	1	1	1	0	0	0	0	0										
30	0	0	0	1	10	0.55	0	1	0	1	0	1	1	0	0	0	0										
31	0	0	0	1	7	0.38	0	0	0	0	0	0	0	0	0	0	0										
32	0	0	0	1	4	0.22	0	0	0	0	0	0	0	0	0	0	0										
33	1	7	0	14	0	11.6	6	3	4	7	9	6	7	6	4	6	4										
34	0	1	0	1	6	1.20	1	1	0	1	1	1	1	1	1	1	1										
35	0	1	0	1	10	2.00	0	0	0	1	0	0	0	0	0	0	0										
36	0	1	0	1	6	1.20	1	0	0	1	0	1	0	1	0	1	0										
37	0	1	0	1	9	1.80	0	0	0	0	1	0	0	0	0	0	0										
38	0	1	0	0	7	1.01	0	0	0	1	1	1	1	1	1	1	1										
39	0	0	0	1	7	0.36	1	0	1	0	0	1	0	0	1	0	1										
40	0	0	0	1	1	0.05	1	1	1	0	0	1	1	1	1	1	0										
41	0	0	0	1	1	0.05	1	1	1	0	0	1	1	1	1	1	0										
42	0	0	0	1	1	0.05	1	1	1	0	0	1	1	1	1	1	0										
43	0	0	0	1	1	0.05	1	1	1	0	0	1	1	1	1	1	0										
44	0	0	0	1	1	0.05	1	1	1	1	1	1	1	1	1	1	1										
45	0	0	0	1	4	0.22	1	1	1	1	1	1	1	1	1	1	1										
46	1	0	0	1	4	0.34	1	1	1	1	1	1	1	1	1	1	1										
47	0	1	0	1	8	1.60	0	1	0	1	1	0	1	0	1	0	1										
48	0	1	0	1	4	0.80	0	0	0	1	0	1	0	0	0	0	0										
49	0	0	0	1	1	0.05	1	0	1	0	1	0	1	0	0	0	1										
50	0	0	0	1	1	0.05	1	0	0	0	1	0	1	0	0	0	1										
51	0	0	0	1	1	0.05	1	0	0	0	1	0	1	0	0	0	1										
52	0	0	0	1	1	0.05	1	0	0	0	1	0	1	0	0	0	1										
53	0	0	0	1	1	0.05	1	0	0	0	1	0	1	0	0	0	1										
54	0	0	0	1	1	0.05	1	0	0	0	1	0	1	0	0	0	1										
55	0	0	0	1	1	0.05	1	0	0	0	1	0	1	0	0	0	1										
56	0	0	0	1	1	0.05	1	0	0	0	1	0	1	0	0	0	1										
57	0	0	0	1	1	0.05	1	0	0	0	1	0	1	0	0	0	1										
58	0	0	0	1	1	0.05	1	0	0	0	1	0	1	0	0	0	1										
59	0	0	0	1	1	0.05	1	0	0	0	1	0	1	0	0	0	1										
60	0	0	0	1	1	0.05	1	0	0	0	1	0	1	0	0	0	1										
61	0	0	0	1	1	0.05	1	0	0	0	1	0	1	0	0	0	1										
62	0	0	0	1	1	0.05	1	0	0	0	1	0	1	0	0	0	1										
63	23	28	20	32	100.0	51	47	50	45	31	38	25	46	48	44	23	44										

(3) 17 Nov

MEDICAL					0												11/17/94																
					H	I	J	K	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC											
QUESTIONS					Question Dist.																												
68						R	F	M	C																								
69						45	30	15	10																								
70						11	10	10	4																								
71	Mission Requirements																																
72	Facilities																																
73	Location					2	6	0	4																								
74	Features and Capabilities					4	1	2	4																								
75	Costs					5	4	8	3																								
76	QOL					0	0	0	3																								
77	Totals:					1	7	0	14																								
					23	28	20	32																									
</																																	

## Naval Hospitals Military Value Matrix

QUESTIONS	Military Criteria																
	R	F	M	C	MV	Total											
	45	30	15	10	Score	MV	CH PT	NWPRT	CHARL	BEAUF	MILLI	COR C	BREM R	OAK H	GUAM	ROOSR	
<b>Mission Requirements</b>	11	10	10	4	0	40.1	14	4	8	10	4	10	7	7	9	7	
The hospital supports an AD population of greater than 50K.	1	1	1	0	10	5.24	0	0	0	0	0	0	0	0	0	0	
The hospital supports an AD population of greater than 25K.	1	1	1	0	7	3.67	1	0	0	0	0	0	0	0	0	0	
The hospital supports an AD population of greater than 10K.	1	1	1	0	4	2.10	0	1	1	0	0	0	1	0	1	0	
Is the AD/AD family population of the catchment area greater than 100K?	1	1	1	0	10	5.24	0	0	0	0	0	0	0	0	0	0	
Is the AD/AD family population of the catchment area greater than 50K?	1	1	1	0	7	3.67	1	0	0	0	0	0	0	0	0	0	
Is the AD/AD family population of the catchment area greater than 25K?	1	1	1	0	4	2.10	0	1	1	0	0	0	1	0	0	0	
The hospital has a unique military medicine mission that cannot be absorbed into the civilian community	1	1	1	1	10	5.79	1	0	0	1	0	1	0	1	1	1	
The hospital has an occupancy rate greater than 75 %.	0	0	0	1	6	0.33	0	0	0	0	0	0	0	0	0	0	
The hospital has an occupancy rate greater than 60 %.	0	0	0	1	3	0.16	0	0	1	0	0	0	0	0	0	0	
The hospital has an occupancy rate greater than 45 %.	0	0	0	1	1	0.05	0	0	0	1	0	0	0	0	1	0	
The active duty inpatient average daily patient load (ADPL) exceeds that of the family and retired ADPL.	1	0	1	0	7	2.65	0	0	0	1	1	1	0	0	0	0	
The facility has more than 300 operating beds.	1	1	1	0	9	4.71	0	0	0	0	0	0	0	0	0	0	
The facility has more than 100 operating beds.	1	1	1	0	6	3.14	0	0	0	0	0	0	1	0	0	0	
The facility has more than 20 operating beds.	1	1	0	0	3	1.27	1	0	1	1	1	1	0	1	1	1	
<b>Facilities</b>	2	6	0	4	0	12.2	8	4	5	4	5	9	5	9	8	5	
The facility condition code for all facilities is adequate.	0	1	0	1	8	1.20	0	0	0	0	0	1	0	1	0	0	
The FCAD score is greater than 90.	0	1	0	1	3	0.60	1	0	1	0	1	1	1	1	0	1	
The average weighted square foot age is less than 5.	0	1	0	1	8	1.60	0	0	0	0	0	0	0	0	0	0	
The average weighted square foot age is less than 15.	0	1	0	1	6	1.20	0	0	0	0	0	0	0	0	0	0	
The facility is Joint Commission (JCAHO) accredited.	1	1	0	0	10	4.24	1	1	1	1	1	1	1	1	1	1	
The facility Life Safety (JCAHO) score is 1.	1	1	0	0	8	3.40	1	0	0	0	0	1	0	1	1	0	
<b>Location</b>	4	1	2	4	0	13.4	9	3	3	9	4	3	13	9	13	10	
The catchment area civilian primary care provider/population ratio is less than .000333	0	0	0	1	7	0.38	0	0	0	0	1	0	0	0	0	1	
There is no DOD Military Treatment Facility (MTF) within 40 miles of the hospital.	1	0	1	1	8	3.47	1	1	1	1	1	1	1	1	1	1	
The number of JCAHO accredited acute care facilities in the catchment area is less than 2.	1	0	0	0	4	1.12	0	0	0	0	0	0	1	0	1	0	
The ratio of accredited available civilian beds to MTF beds is less than 2.	1	0	0	1	8	2.68	0	0	0	0	0	0	1	0	1	0	
The capabilities of the MTF cannot be absorbed into the community.	1	1	1	1	10	5.79	1	0	0	1	0	0	1	1	1	1	
<b>Features and Capabilities</b>	5	4	8	3	0	21.2	3	1	3	3	5	3	13	3	6	3	
The facility has a unique mobilization requirement.	0	1	1	0	10	2.44	0	0	0	0	0	0	1	0	1	0	
The hospital location is essential to its mobilization requirements.	0	0	1	0	7	0.70	0	0	0	0	0	0	1	0	1	0	
The facility's expanded bed capacity is greater than 100.	0	1	1	0	10	2.44	0	0	0	0	1	0	1	0	0	0	
The facility is within 10 miles of an airport capable of handling a C-9 aircraft.	1	0	1	0	7	2.65	1	0	1	1	1	1	0	1	1	1	
The facility is within 40 miles of an airport capable of handling a C-9 aircraft.	1	0	1	0	3	1.14	0	1	0	0	0	0	1	0	0	0	
The facility has multiple Graduate Medical Education (GME) programs.	1	1	1	1	10	5.79	0	0	0	0	0	0	0	0	0	0	
The facility has a Graduate Medical Education (GME) program.	1	1	1	1	6	3.47	0	0	0	0	0	0	1	0	0	0	
The board certification rate of graduates of the GME programs is greater than 90%.	1	0	1	1	6	2.60	0	0	0	0	0	0	1	0	0	0	
<b>Costs</b>	0	0	0	3	0	1.2	0	1	1	0	0	0	1	1	0	1	
The CHAMPUS ASA cost / MTF inpatient cost per RWP is in the range of 1.1 to 1.15.	0	0	0	1	10	0.55	0	1	1	0	0	0	1	1	0	1	
The CHAMPUS ASA cost / MTF inpatient cost per RWP is in the range of 1.05 to 1.1.	0	0	0	1	7	0.38	0	0	0	0	0	0	0	0	0	0	
The CHAMPUS ASA cost / MTF inpatient cost per RWP is in the range of 1 to 1.05.	0	0	0	1	4	0.22	0	0	0	0	0	0	0	0	0	0	
<b>QOL</b>	1	7	0	14	0	11.8	8	8	7	4	5	7	7	7	9	9	
Is there sufficient off base housing?	0	1	0	1	8	1.20	1	1	1	1	1	1	1	1	0	1	
Is the average wait for housing three months or less?	0	1	0	1	10	2.00	1	1	0	0	0	0	0	0	1	0	
Do 90% or more of the housing units have all the required amenities?	0	1	0	1	6	1.20	0	0	1	1	0	1	1	0	1	1	
Is child care waiting list less than 50 children?	0	1	0	1	9	1.80	0	1	0	0	0	0	0	0	1	1	
Are there certified home care providers?	0	1	0	0	7	1.01	1	1	1	0	1	1	1	1	1	1	
Is off base housing rental and purchase affordable?	0	0	0	1	7	0.38	0	1	1	0	0	0	1	1	0	0	
Are there educational opportunities at all college levels within a 30 mile radius?	0	0	0	1	1	0.05	0	1	1	1	1	1	1	1	1	0	
Are college education courses available on the base?	0	0	0	1	1	0.05	1	1	1	1	1	1	1	1	1	1	
Are local area educational institution programs adequate for military family members?	0	0	0	1	4	0.22	1	1	1	1	1	1	1	1	1	1	
Do more than 50% of military and civilian personnel live within a 30 minute commute?	1	0	0	1	4	1.34	1	1	1	1	1	1	1	1	0	1	
Are 90% of BEQ rooms adequate?	0	1	0	1	8	1.60	1	0	1	0	1	1	1	1	1	1	
Are 90% of BOQ rooms adequate?	0	1	0	1	4	0.80	1	0	0	0	0	1	0	1	1	1	
Is the violent crime rate less than 785/100,000?	0	0	0	1	1	0.05	1	1	0	0	0	0	1	1	1	0	
Is the property crime rate less than 4902/100,000?	0	0	0	1	1	0.05	1	1	0	1	0	0	1	1	1	1	
Is the drug crime rate less than 402/100,000?	0	0	0	1	1	0.05	1	0	1	1	0	0	1	1	1	1	
	23	28	20	32		100.0	43	22	24	30	23	33	46	36	45	34	

Naval Hospitals Military Value Matrix

MEDICAL		H	I	J	K	P	Q	AD	AE	AF	AG	AH	AI	AJ	AR	AL	AM
68		Question Dist.															
69	QUESTIONS	R	F	M	C												
70		45	30	15	10												
71	Mission Requirements	11	10	10	4												
72	Facilities	2	6	0	4												
73	Location	4	1	2	4												
74	Features and Capabilities	5	4	8	3												
75	Costs	0	0	0	3												
76	QOL	1	7	0	14												
77	Totals:	23	28	20	32												

Total	CH PT	NWPRT	CHARL	BEAUF	MILLI	COR C	BREMR	OAK H	GUAM	ROOSR
MV	CH PT	NWPRT	CHARL	BEAUF	MILLI	COR C	BREMR	OAK H	GUAM	ROOSR
40.1	14.39	4.19	5.63	9.77	3.93	9.71	7.33	7.06	9.21	7.06
12.2	8.24	4.24	4.84	4.24	4.84	9.44	4.84	9.44	7.64	4.84
13.4	9.26	3.47	3.47	9.26	3.85	3.47	13.05	9.26	13.05	9.64
21.2	2.65	1.14	2.65	2.65	5.09	2.65	12.79	2.65	5.79	2.65
1.2	0.00	0.55	0.55	0.00	0.00	0.00	0.55	0.55	0.00	0.55
11.8	8.39	8.17	7.12	4.18	5.48	7.48	7.23	6.83	8.90	9.33
100.0	42.93	21.76	24.26	30.10	23.20	32.75	45.80	35.79	44.60	34.08

**MARINE CORPS (WING) RESERVE CENTERS**

Line 126-AF - More than 50% of those assigned travel 50 miles or less. (5.94)

Norfolk, VA now a 1 gained 5.94

ENC(4), 18 NOV 94

MATRIX		J	K	L	M	R	S	AB	AC	AD	AE	AF	AG
113	Marine Corps (Wing) Reserve Center Military Value Matrix												
114		M.V. Criteria/Weights											
115	QUESTIONS	R	F	M	C	MV	MV						
116		40	10	20	30	SCOR	Weight	Mt Clemens	Newburgh	Willow Grov	Dam Neck	Norfolk	Oak Harbor
117								MI	NY	PA	VA	VA	WA
118		2	2	3	6	27.62	27.62	23.19	21.01	24.58	11.11	18.91	17.72
119	Off-site drilling areas are available to and used by the Center.	0	1	0	1	5	2.20	1	1	1	1	0	1
120	The Center supports >= 200 SELRES.	1	0	1	1	10	9.90	1	1	1	0	0	0
121	The Center supports 4 or more units not assigned.	0	1	0	1	2	0.88	0	0	0	0	0	1
122	Is the ratio of SELRES on board to full time support staff 4:1 or greater?	0	0	0	1	8	2.18	1	0	0	0	0	1
123	The SELRES waiting list is >= 10% of SELRES supported.	0	0	1	1	7	3.56	0	0	1	0	0	1
124	Was aggregate SELRES manning >= 90% in FY 1993	1	0	1	1	9	8.91	1	1	1	1	1	1
125		4	1	5	4	30.53	30.53	12.71	12.71	2.81	12.71	12.71	10.73
126	More than 50% of those assigned travel 50 miles or less.	1	0	1	1	6	5.94	1	1	0	1	1	0
127	No Navy/Marine Corps Reserve Cmd/Cntrs within 100 mi.	1	0	1	1	8	7.92	0	0	0	0	0	1
128	This is the only Navy/Marine Corps RESCEN in the state.	1	0	1	1	10	9.90	0	0	0	0	0	0
129	Center's location enhances unit mobilization.	0	1	1	0	7	2.81	1	1	1	1	1	1
130	More than 50% of the major transportation nodes are within 25 miles of the Center.	1	0	1	1	4	3.96	1	1	0	1	1	0
131		3	3	1	6	20.69	20.69	15.49	15.49	15.54	13.56	13.56	15.78
132	The Center has particular demographics that enhance recruitment.	1	0	0	1	7	5.28	1	1	1	1	1	1
133	Are new military missions planned for this Center?	0	1	1	0	2	0.80	0	0	1	0	0	0
134	The Center participates in non-military, local assistance programs.	0	0	0	1	7	1.91	1	1	1	0	0	0
135	The Center has unique equipment too expensive to move?	0	1	0	1	5	2.20	0	0	0	0	0	0
136	Less than 15% of scheduled drills were cancelled because of weather.	1	0	0	1	1	0.75	1	1	0	1	1	1
137	The Center has other unique features.	0	1	0	1	5	2.20	0	0	0	0	0	1
138	The Center is proximate to a military activity that supports the Center's QOL.	1	0	0	1	10	7.55	1	1	1	1	1	1
139		3	7	5	1	21.15	21.15	2.41	17.13	18.74	0.00	16.74	19.55
140	>= 90% of the space at the RESCEN is adequate.	0	1	0	1	6	2.64	0	1	1	0	1	1
141	The Center has special facilities not available within 100 mi.	1	1	0	0	6	3.89	0	1	1	0	1	1
142	The Center has access to other training buildings.	0	1	1	0	4	1.61	0	0	1	0	1	0
143	Is airspace utilized by the Center's units?	1	1	1	0	6	5.30	0	1	1	0	1	1
144	Do the Center's units utilize an airfield?	1	1	1	0	6	5.30	0	1	1	0	1	1
145	The Center has the operational infrastructure to expand.	0	1	1	0	3	1.21	1	0	0	0	0	1
146	The Center has additional land for expansion.	0	1	1	0	3	1.21	1	0	0	0	0	1
147							100.00						
148		22	24	25	28			53.81	66.35	61.66	37.40	53.95	63.78

## Marine Corps (Wing) Reserve Center Military Value Matrix

114	Marine Corps (Vining) Reserve Center, Military Vehicle																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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	B	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
21																
22	MARINE AIR															
23		Yuma	Camp Pe	Fresno	Hayward	Pasadena	Washingt	Belle Cha	South We	Mt Cleme	Newburg	Willow Gr	Dam Nec	Norfolk	Oak Harb	
24		AZ	CA	CA	CA	CA	DC	LA	MA	MI	NY	PA	VA	VA	WA	
25		14.66	2.20	2.20	14.28	4.38	21.01	25.44	13.29	23.19	21.01	24.55	11.11	18.91	13.72	14.5674
26		7	13	13	8	12	4	1	9	3	4	2	10	11	6	
27		0.10	-12.37	-12.37	-0.29	-10.19	6.44	10.87	-1.28	8.62	6.44	9.99	-3.46	-5.66	3.16	
28		20.63	8.75	13.86	12.71	8.75	12.71	12.71	12.71	12.71	12.71	12.71	12.71	12.71	12.71	11.9466
29		1	12	2	3	12	3	3	3	3	3	14	3	3	11	
30		8.69	-3.19	1.91	0.77	-3.19	0.77	0.77	0.77	0.77	0.77	-9.13	0.77	0.77	-1.21	
31		10.50	18.58	15.49	13.58	13.58	13.58	8.30	14.39	15.49	15.49	15.54	13.58	13.58	15.78	13.9637
32		13	1	4	8	8	8	14	7	4	4	3	8	8	2	
33		-3.47	2.62	1.53	-0.38	-0.38	-0.38	-5.66	0.42	1.53	1.53	1.58	-0.38	-0.38	1.82	
34		13.24	14.50	7.94	14.85	7.94	14.85	14.50	13.24	2.41	17.13	18.74	0.00	18.74	19.55	12.6887
35		9	7	11	5	11	5	7	9	13	4	2	14	2	1	
36		0.55	1.81	-4.75	2.16	-4.75	2.16	1.81	0.55	-10.28	4.45	6.05	-12.69	6.05	6.86	
37		59.04	42.03	39.49	55.43	34.66	62.15	60.95	53.63	53.81	66.35	61.66	37.40	45.95	63.78	
38		6	11	12	7	14	3	5	10	9	1	4	13	8	2	

**NAVY RESERVE AND NAVY & MARINE CORPS RESERVE CENTERS,**

changes/clarifications since last brief to BSEC

Line 64-I (2.58) -- The Center supports  $\geq$  185 SELRES.

Sioux City, IA now a 1 so gained 2.58

Line 168-K (4.04) -- 75% of Unit Drills are conducted at the Center.

Orange, TX now a 1 so gained 4.04

Line 142-L (1.33) -- Is the ratio of SELRES on board to full time support staff 20:1 or greater?

Central Point, OR now a 1 so gained 1.33

Line 186-M (1.80) -- The SELRES waiting list  $\geq$  10% of the SELRES supported.

Seattle, WA now a 1 so gained 1.80

Line 157-N (5.81) -- Was the aggregate SELRES manning  $\geq$  90% in FY 1993?

Columbia, SC now a 1 so gained 5.81

Line 80-P (3.67) -- More than 50% of those assigned travel 50 miles or less.

Lexington, KY now a 1 so gained 3.67

Line 124-AJ -- Does the RESCEN have 10-thousand square feet or more?

Amityville, NY now a 1 so gained 3.01

ENC(5), 18 NOV 94

ENCL (5)

MC RESERVE

Army_Marine	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	
5						Questions																							
6						No Off	1K	500	185	4 units	75% drill	20:1	10%Wa	90%Ma		fifty-fifty	100 mil	Only Ce	Enhanc	Nodes 2		33% Fle	Demo r	New Mi	Locl Ass	Cost to	15%We	One-of	
7			R	40		0	1	1	1	0	0	0	0	1	0	1	1	1	0	1	0	1	1	0	0	0	1	0	
8			F	10		1	0	0	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0	1	
9			M	20		0	1	1	1	0	0	0	1	1	0	1	1	1	1	1	1	0	1	0	1	0	0	0	
10			C	30		1	1	1	1	1	1	1	1	1	0	1	1	1	0	1	0	0	1	0	1	1	1	1	
15			MV	SCORE		5	10	7	4	2	7	8	7	9	0	6	8	10	7	4	0	9	7	2	7	5	1	5	
16			RESPONSES	MV	SURF	100	34.08	16.85	14.03	16.62	13.21	10.74	12.60	11.88	14.90	17.23	24.70	14.82	16.42	18.03	22.22	32.1	22.37	15.12	14.33	10.33	15.41	18.57	
17				100		34.08	16.85	14.03	16.62	13.21	10.74	12.60	11.88	14.90	17.23	24.70	14.82	16.42	18.03	22.22	32.1	22.37	15.12	14.33	10.33	15.41	18.57		
72	IL	ROCK ISLAND	NMCR	51.89	11.21	0	0	0	1	0	1	1	0	1	1	13.42	1	1	0	1	0	13.07	0	1	0	0	0	1	1
73	IN	GARY	NMCR	34.51	15.63	0	0	0	1	1	1	1	0	1	1	8.03	1	0	0	0	1	15.72	1	0	0	0	0	1	0
74	IN	EVANSVILLE	NMCR	31.39	12.06	0	0	0	1	1	0	1	0	1	1	6.43	0	0	0	1	1	15.72	0	1	1	0	0	1	0
75	IN	INDIANAPOLIS	NMCR	53.43	17.73	0	0	1	0	0	0	1	0	1	1	18.87	1	1	0	1	1	12.85	0	1	0	1	0	1	0
76	IN	SOUTH BEND	NMCR	36.37	13.04	0	0	0	1	0	1	0	0	1	1	18.87	1	1	0	1	1	15.82	0	0	0	0	0	1	0
77	KS	TOPEKA	NMCR	42.32	13.04	0	0	0	1	0	1	0	0	1	1	10.25	1	0	0	1	1	15.82	0	1	1	0	0	1	0
78	KS	WCHITA	NMCR	52.39	13.88	0	0	0	1	1	1	0	1	1	1	13.98	1	1	0	1	0	13.07	0	1	0	0	0	1	1
79	KY	LOUISVILLE	NMCR	46.39	14.72	0	0	1	0	0	0	1	0	1	1	13.98	1	1	0	1	0	13.07	0	0	0	0	1	1	0
80	KY	LEXINGTON	NRC	33.32	12.11	0	0	0	1	0	0	1	0	1	1	10.25	1	0	0	1	1	15.82	0	1	0	1	0	1	0
81	LA	NEW ORLEANS	NMCR	55.75	15.75	0	0	1	0	0	0	0	1	1	1	18.87	1	1	0	1	1	13.07	0	1	0	1	0	1	0
82	LA	BATON ROUGE	NMCR	56.31	15.88	0	0	0	1	1	1	1	1	1	1	18.87	1	1	0	1	1	13.07	0	1	0	1	0	1	0
83	LA	BOSSIER CITY	NMCR	17.36	13.11	0	0	0	1	0	0	0	0	0	0	10.00	0	0	0	0	0	13.07	0	0	0	0	0	1	0
84	MA	WORCESTER	NMCR	44.17	17.23	0	0	0	0	0	0	0	0	0	1	18.87	1	1	0	1	1	13.07	1	0	0	1	0	1	0
85	MD	BALTIMORE	NRRC	46.81	17.73	0	0	1	0	0	0	0	1	0	1	10.25	1	0	0	1	1	13.07	1	0	0	1	0	1	0
86	MD	CUMBERLAND	NRC	33.01	12.11	1	0	0	1	1	0	1	0	1	1	10.03	1	0	0	0	1	13.07	0	1	0	0	0	1	0
87	MD	ADELPHI	NRC	52.83	12.22	0	0	1	0	0	1	1	1	1	1	10.25	1	0	0	1	1	13.07	1	1	0	0	0	1	0
88	ME	PORTLAND	NRRC	36.64	15.09	0	0	0	1	0	0	1	0	0	0	10.25	1	0	0	1	1	13.07	0	1	0	0	1	1	0
89	ME	BANGOR	NRC	35.44	12.21	0	0	0	0	1	1	1	0	1	1	14.45	1	1	0	0	1	13.07	0	0	1	0	0	1	0
90	ME	AUGUSTA	NRC	27.50	11.00	0	0	0	0	0	1	1	0	1	1	4.82	1	0	0	0	0	13.07	0	0	0	0	0	1	0
91	MI	CALUMET	NRF	24.11	12.33	0	0	0	0	0	0	0	0	0	1	8.03	1	0	0	0	1	15.82	0	1	0	1	0	1	0
92	MI	CADILLAC	NRC	30.55	12.44	0	0	0	0	1	1	1	0	1	1	4.82	1	0	0	0	0	13.07	0	1	1	1	0	1	0
93	MI	SAGINAW	AFRC	42.90	15.94	0	0	0	1	0	1	0	1	1	1	10.25	1	0	0	1	1	13.07	0	1	0	1	0	1	1
94	MI	LANSING	NMCR	33.13	11.98	0	0	0	1	1	0	0	0	0	1	10.25	1	0	0	1	1	15.82	0	1	0	1	0	1	0
95	MI	GRAND RAPIDS	NMCR	40.72	15.95	0	0	0	1	1	0	1	1	1	1	10.25	1	0	0	1	1	13.07	0	1	1	1	0	1	1
96	MI	BATTLE CREEK	NMCR	49.24	13.04	0	0	0	1	0	1	0	0	1	1	15.87	1	1	0	1	1	13.07	0	0	0	1	0	1	1
97	MI	SOUTHFIELD(Selfridge)	NRRC	48.87	13.71	0	0	1	0	1	1	1	1	0	1	11.24	1	1	0	0	0	14.71	0	1	0	1	0	1	1
98	MN	DULUTH	NRC	30.77	12.81	0	0	0	1	0	1	1	0	1	1	5.43	0	0	0	1	1	15.82	0	1	0	1	0	1	0
99	MN	ST PAUL	NMCR	58.96	17.03	0	1	0	0	0	0	1	1	1	1	18.87	1	1	0	1	1	14.07	0	1	0	0	1	1	0
100	MO	BRIDGETON(Si Louis)	NRRC	57.87	17.73	0	1	0	0	1	1	1	0	1	1	14.45	1	1	0	0	1	14.71	0	1	0	1	0	1	1
101	MO	CAPE GIRARDEAU	NRC	22.11	12.23	0	0	0	1	0	0	1	0	1	0	10.00	0	0	0	0	0	15.82	0	1	0	1	0	1	0
102	MO	KANSAS	NRRC	49.42	13.00	0	0	1	0	0	1	1	1	0	0	16.87	1	1	0	1	1	10.07	1	1	0	0	0	1	0
103	MO	SPRINGFIELD	NMCR	50.45	15.45	0	0	1	0	0	1	0	0	1	1	14.45	1	1	0	0	1	10.07	1	1	0	1	0	1	0
104	MS	GULFPORT	NMCR	48.44	16.59	0	0	0	1	0	1	1	1	0	0	10.25	1	0	0	1	1	14.71	1	1	0	1	0	1	0
105	MS	JACKSON	NRC	38.05	14.01	0	0	0	1	0	1	1	0	1	1	10.25	1	0	0	1	1	15.82	0	0	0	0	0	1	0
106	MT	BILLINGS	NMCR	33.49	15.20	1	0	0	1	0	0	0	1	1	1	12.85	1	0	1	0	0	15.82	0	0	0	1	0	1	0
107	NC	CHARLOTTE	NMCR	31.29	14.70	1	0	1	0	0	0	0	0	0	1	4.82	1	0	0	0	0	15.71	1	0	0	0	0	1	0
108	NC	WILMINGTON	NRC	26.35	12.31	0	0	0	1	0	0	1	0	1	1	5.43	0	0	0	1	1	15.82	1	0	1	0	0	1	0
109	NC	ASHEVILLE	NRC	30.23	11.51	0	0	0	1	0	1	1	0	1	0	10.25	1	0	0	1	1	15.82	0	0	0	0	0	1	0
110	NC	RALEIGH	NMCR	42.79	11.94	0	0	1	0	1	0	1	1	0	1	10.25	1	0	0	1	1	15.82	1	1	0	0	0	1	0
111	NC	GREENSBORO	NMCR	56.59	16.97	0	0	1	0	1	1	1	1	1	1	18.87	1	1	0	1	1	14.71	1	0	0	0	1	1	1
112	ND	FARGO	NRC	59.18	17.81	0	0	0	1	0	1	1	1	1	1	17.89	0	1	1	0	1	15.46	1	0	0	1	0	1	1
113	NE	OMAHA	NMCR	46.65	16.65	0	0	1	0	0	1	0	1	1	1	10.25	1	0	0	1	1	13.61	1	0	0	1	0	1	0
114	NE	LINCOLN	NRC	39.57	17.81	1	0	0	1	1	1	0	1	1	1	10.25	1	0	0	1	1	13.61	1	0	0	1	0	1	0
115	NH	MANCHESTER	NMCR	53.59	13.91	0	0	0	1	0	0	1	0	1	1	17.89	0	1	1	0	1	15.33	1	1	0	0	0	1	0
116	NJ	KEARNY	NRRC	54.50	12.31	0	0	0	1	0	0	1	0	1	1	16.67	1	1	0	1	1	16.33	1	1	0	0	0	1	0
117	NJ	FORT DIX	NRRC	33.15	17.87	1	0	0	1	0	1	0	0	0	0	6.43	0	0	0	1	1	18.70	0	1	1	0	0	1	1
118	NM	ALBUQUERQUE	NMCR	61.84	18.06	0	0	1	0	1	1	1	1	1	1	24.70	1	1	1	1	1	18.07	0	1	0	0	1	1	0
119	NV	LAS VEGAS	NMCR	41.08	11.91	0	0	0	1	0	0	1	0	1	1	10.25	1	0	0	1	1	15.82	0	1	1	1	0	1	1
120	NV	RENO	NMCR	37.15	14.04	0	0	0	1	0	1	0	0	1	1	8.03	1	0	0	0	1	10.66	1	1	0	0	0	1	1
121	NY	FRANKFORT	NRC	39.23	14.91	0	0	0	1	0	1	1	0	1	1	8.03	1	0	0	0	1	14.21	0	1	0	0	0	1	0

1=Readiness    2=Facilities    3=Mobilization    4=Cost

Avy Marine	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	
5						Questions																							
6						No Off	1K	500	185	4 units	75% drill	20.1	10%Wa	90%Ma		fifty-fifty	100 mil	Only Ce	EnhanM	Nodes 2		33% Fle	Demo r	New Mi	Locl Ass	Cost to	15%We	One-of	
7			R	40		0	1	1	1	0	0	0	0	1	0	1	1	0	1	0	0	1	0	0	0	0	1	0	
8			F	10		1	0	0	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	1	0	1	
9			M	20		0	1	1	1	0	0	0	1	1	0	1	1	1	1	1	0	1	0	1	0	0	0	0	
10			C	30		1	1	1	1	1	1	1	1	1	0	1	1	1	0	1	0	0	1	0	1	1	1	1	
15			MV	SCORE		5	10	7	4	2	7	8	7	9	0	6	8	10	7	4	0	9	7	2	7	5	1	5	
16																													
17			RESPONSES	MV	SUP																								
180	VA	NORFOLK	NMCRC	53.73	34.06	0	1	0	0	0	0	1	0	0	18.87	1	1	0	1	1	17.19	1	1	0	1	0	1	0	
181	VT	BURLINGTON	NRC	51.83	34.06	0	0	0	1	1	0	1	0	1	17.88	0	1	1	0	1	17.82	1	0	0	0	1	1	0	
182	WA	SPOKANE	NMCRC	57.33	20.22	0	0	1	0	0	1	1	1	1	18.87	1	1	0	1	1	12.20	0	0	0	1	1	1	1	
183	WA	EVERETT	NRC	46.23	15.21	0	0	0	1	0	0	1	1	1	10.25	1	0	0	1	1	18.09	1	1	1	0	0	1	0	
184	WA	TACOMA	NMCRC	42.06	10.44	0	0	0	1	0	0	0	0	1	10.25	1	0	0	1	1	15.41	0	1	1	1	0	1	1	
185	WA	BREMERTON	NRC	45.26	17.81	1	0	0	1	1	0	1	1	1	17.04	1	0	0	1	0	15.38	1	1	0	0	1	1	0	
186	WA	SEATTLE	NRRC	61.20	18.86	0	1	0	0	1	1	1	1	0	18.87	1	1	0	1	1	18.82	1	1	0	1	1	1	0	
187	WA	RICHLAND	NRC	36.10	12.13	0	0	0	0	0	1	0	1	1	8.03	1	0	0	0	1	11.11	0	1	0	0	0	1	0	
188	WI	MILWAUKEE	NMCRC	38.63	13.11	1	0	1	0	1	0	1	0	1	11.24	1	1	0	0	0	18.00	0	1	0	0	0	1	0	
189	WI	SHEBOYGAN	NRC	24.30	11.10	0	0	0	0	0	0	1	0	1	8.2	1	0	0	0	0	18.00	0	1	0	0	0	1	0	
190	WI	GREEN BAY	NMCRC	50.09	15.41	0	0	1	0	0	0	0	1	1	18.87	1	1	0	1	1	11.11	0	1	0	1	1	1	0	
191	WI	OSHKOSH	NRC	32.17	11.51	1	0	0	0	0	1	0	0	1	8.03	1	0	0	0	1	18.88	1	0	0	1	0	1	0	
192	WI	STEVENS POINT	NRC	32.60	11.53	1	0	0	0	0	1	1	0	1	7.82	1	0	0	0	0	10.10	1	1	0	0	0	1	0	
193	WI	MADISON	NMCRC	34.86	10.11	1	0	0	1	0	1	1	0	1	10.03	1	0	0	0	1	18.00	0	1	0	0	0	1	0	
194	WI	LA CROSSE	NRC	40.13	13.11	0	0	0	1	1	1	1	0	1	10.25	1	0	0	1	1	10.10	1	1	0	0	0	1	0	
195	WV	HUNTINGTON	NRC	33.52	11.10	0	0	0	0	0	0	1	0	1	10.25	1	0	0	1	1	18.00	0	1	0	0	0	1	0	
196	WV	CHARLESTON	NRC	37.58	11.10	1	0	0	0	0	0	0	1	1	15.41	0	0	0	1	1	18.00	1	1	0	0	1	1	1	
197	WV	MOUNDSVILLE	NRC	24.51	11.10	0	0	0	1	0	1	0	0	1	8.2	1	0	0	0	0	18.00	0	0	0	0	0	1	0	
198	WY	CHEYENNE	NRC	44.32	13.11	1	0	0	0	0	1	1	0	1	11.24	0	0	1	1	1	17.19	0	1	0	1	0	1	0	

Navy_Marine	A	B	C	D	E	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL
5															
6															
7			R	40		1	0	0	1	0	1	1	0	0	0
8			F	10		0	0	1	1	1	1	1	1	1	1
9			M	20		0	0	0	1	1	1	1	1	1	1
10			C	30		1	0	1	0	0	0	0	0	0	0
15			MV	SCORE		10	0	6	6	4	6	6	3	3	3
16		RESPONSES		MV	SUP	QOL		Adequate	Fac 100	Bldgs	Airspce	Airfield	10K sf	Op Exp	Land Ex
17				100	100	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23
18	AK	ANCHORAGE	NRC	49.29	1.80	1	3.60	1	0	1	0	0	0	0	0
19	AL	TUSCALOOSA	NRC	36.29	1.61	0	1.61	0	0	0	0	0	1	0	0
20	AL	MOBILE	NMCRC	46.55	2.21	1	2.21	1	0	0	0	0	1	0	1
21	AL	BESSEMER	NMCRC	45.33	1.81	0	1.81	1	1	1	0	0	1	0	0
22	AL	HUNTSVILLE	NRC	37.97	1.22	1	1.22	1	1	0	0	0	1	0	0
23	AR	LITTLE ROCK	NMCRC	60.96	2.21	0	1.45	1	1	1	0	0	1	1	1
24	AZ	TUCSON	NMCRC	56.85	1.72	1	1.72	1	0	1	0	0	1	1	1
25	AZ	PHOENIX	NMCRC	55.42	1.53	1	1.53	1	1	1	0	0	1	0	0
26	CA	LONG BEACH	NMCRC	54.94	1.28	1	1.28	1	1	0	0	0	1	0	0
27	CA	SAN BRUNO	NMCRC	42.08	1.11	1	1.03	1	0	0	0	0	1	1	1
28	CA	ENCINO	NMCRC	47.33	1.22	1	1.03	1	0	0	0	0	1	1	1
29	CA	ALAMEDA	NMCRC	51.63	1.22	1	1.22	1	1	0	0	0	1	1	0
30	CA	FRESNO	AFRC	44.72	1.13	1	1.30	1	0	1	0	0	1	1	1
31	CA	SAN JOSE	NMCRC	40.68	1.22	1	1.12	0	0	1	0	0	1	1	0
32	CA	IRVINE - SANTA ANA	NRC	24.09	1.00	1	1.00	0	0	0	0	0	0	1	1
33	CA	STOCKTON	AFRC	42.20	1.11	1	1.03	1	0	0	0	0	1	1	1
34	CA	MARE ISLAND	NRC	36.14	1.11	1	1.11	1	0	0	0	0	1	0	0
35	CA	SACRAMENTO	NMCRC	54.81	1.12	0	1.11	1	1	0	0	0	1	1	1
36	CA	SAN DIEGO	NMCRC	50.02	1.12	1	1.11	0	1	0	0	0	0	0	0
37	CA	SANTA BARBARA ***	NRC	38.92	1.12	1	1.11	1	0	1	0	0	1	1	1
38	CA	SAN BERNARDINO-MVE	NMCRC	51.08	1.11	1	1.11	0	0	1	0	0	1	0	0
39	CA	BAKERSFIELD	NMCRC	42.50	1.11	0	1.08	1	0	0	0	0	1	1	0
40	CA	PAMONA MARCH AFB	MOVE	34.85	1.11	0	1.40	1	0	1	0	0	0	1	1
41	CO	FORT CARSON	NRC	34.34	1.43	1	1.43	1	0	1	0	0	0	1	0
42	CO	AURORA (Denver)	NRRC	62.52	1.11	1	1.01	0	1	0	0	0	1	0	1
43	CT	NEW HAVEN	NMCRC	43.22	1.09	0	1.35	1	0	1	0	0	1	1	0
44	CT	PLAINVILLE	NMCRC	41.78	1.11	1	1.25	1	0	1	0	0	1	0	1
45	DC	WASHINGTON	NMCRC	51.02	1.05	1	1.12	1	0	0	0	0	1	0	0
46	DE	LEWES	NRC	22.98	1.11	1	1.22	1	0	0	0	0	0	0	0
47	DE	WILMINGTON	NMCRC	27.48	1.08	0	1.13	1	0	0	0	0	1	0	0
48	FL	TALLAHASSEE	NMCRC	49.04	1.11	0	1.15	1	1	1	0	0	1	1	1
49	FL	WEST PALM BEACH	NMCRC	32.53	1.22	0	1.30	1	0	1	0	0	1	1	1
50	FL	CLEARWATER	NRC	44.53	1.19	0	1.33	1	0	1	0	0	1	1	0
51	FL	PENSACOLA	NRC	44.65	1.10	1	1.03	1	0	0	0	0	1	1	1
52	FL	TAMPA	NRC	48.88	1.11	1	1.22	1	0	0	0	0	0	0	0
53	FL	JACKSONVILLE	NMCRC	47.06	1.11	1	1.03	1	0	0	0	0	1	1	1
54	FL	ORLANDO	NMCRC	51.53	1.23	0	1.15	1	1	1	0	0	1	0	0
55	FL	HALEAH	NMCRC	43.59	1.11	0	1.07	1	0	0	0	0	1	1	1
56	GA	ATLANTA	NMCRC	53.11	1.11	0	1.11	1	1	1	0	0	1	0	0
57	GA	COLUMBUS	NRC	33.16	1.11	1	1.06	1	0	0	0	0	1	1	0
58	GA	AUGUSTA	NMCRC	47.59	1.07	0	1.08	1	0	0	0	0	1	1	0
59	GA	SAVANNAH	NMCRC	37.25	1.11	0	1.10	0	0	0	0	0	1	0	0
60	HI	HONOLULU	NMCRC	55.57	1.11	1	1.06	0	1	0	0	0	0	1	1
61	IA	DES MOINES	NMCRC	38.22	1.11	0	1.03	1	0	0	0	0	1	1	1
62	IA	DUBUQUE	NRC	39.67	1.11	0	1.03	1	0	0	0	0	1	1	1
63	IA	WATERLOO	NMCRC	37.53	1.11	0	1.08	1	0	0	0	0	1	1	0
64	IA	SIoux CITY	NRC	27.33	1.11	0	1.08	1	0	0	0	0	1	1	0
65	IA	CEDAR RAPIDS	NRC	29.29	1.11	0	1.23	1	0	0	0	0	0	0	0
66	ID	POCATELLO	NRF	40.33	1.11	0	1.13	1	0	0	0	0	0	1	1
67	ID	BOISE	NMCRC	54.59	1.11	1	1.40	1	0	1	0	0	1	0	0
68	IL	DECATUR	NRC	39.98	1.11	0	1.08	1	0	0	0	0	1	0	1
69	IL	GREAT LAKES	NRRC	47.84	1.11	1	1.28	1	1	0	0	0	1	0	0
70	IL	FOREST PARK	NRC	60.69	1.11	1	1.23	1	1	0	0	0	1	1	0
71	IL	PEORIA	NMCRC	42.76	1.11	0	1.03	1	0	0	0	0	1	1	1



Avy Marine	A	B	C	D	E	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL
5															
6						QOL		Adequate	Fac 100	Bldgs	Airspce	Airfield	10K sf	Op Exp	Land Ex
7			R	40		1	0	0	1	0	1	1	0	0	0
8			F	10		0	0	1	1	1	1	1	1	1	1
9			M	20		0	0	0	0	1	1	1	1	1	1
10			C	30		1	0	1	0	0	0	0	0	0	0
15			MV	SCORE		10	0	6	6	4	6	6	6	3	3
16		RESPONSES		MV	SURF	FAC									
17				100	100	100	100	100	100	100	100	100	100	100	100
72	IL	ROCK ISLAND	NMCRC	51.89	100	1	0	1	1	1	0	0	1	1	1
73	IN	GARY	NMCRC	34.51	100	0	0	1	0	0	0	0	1	1	0
74	IN	EVANSVILLE	NMCRC	31.39	100	0	0	1	1	0	0	0	1	0	0
75	IN	INDIANAPOLIS	NMCRC	53.43	100	1	0	1	1	0	0	0	1	1	1
76	IN	SOUTH BEND	NMCRC	36.37	100	0	0	1	0	0	0	0	1	1	1
77	KS	TOPEKA	NMCRC	42.32	100	0	0	1	1	0	0	1	1	1	1
78	KS	WICHITA	NMCRC	52.39	100	1	0	1	1	0	0	0	1	1	1
79	KY	LOUISVILLE	NMCRC	46.39	100	1	0	1	1	1	0	0	1	1	0
80	KY	LEXINGTON	NRC	33.32	100	0	0	1	0	0	0	0	0	1	1
81	LA	NEW ORLEANS	NMCRC	55.75	100	1	0	1	1	1	0	0	1	0	1
82	LA	BATON ROUGE	NMCRC	56.31	100	1	0	1	1	0	0	0	1	1	0
83	LA	BOSSIER CITY	NMCRC	17.36	100	1	0	1	0	1	0	0	1	1	1
84	MA	WORCESTER	NMCRC	44.17	100	1	0	1	0	0	0	0	1	1	1
85	MD	BALTIMORE	NRRC	46.81	100	1	0	1	1	0	0	0	1	1	0
86	MD	CUMBERLAND	NRC	33.01	100	0	0	1	0	0	0	0	1	1	0
87	MD	ADELPHI	NRC	52.83	100	1	0	1	0	0	0	0	1	1	1
88	ME	PORTLAND	NRRC	36.64	100	1	0	1	1	0	0	0	1	1	0
89	ME	BANGOR	NRC	35.44	100	0	0	1	1	0	0	0	1	0	0
90	ME	AUGUSTA	NRC	27.50	100	1	0	1	0	0	0	0	1	0	0
91	MI	CALUMET	NRF	24.11	100	0	0	1	0	0	0	0	0	0	0
92	MI	CADILLAC	NRC	30.55	100	0	0	1	0	0	0	0	1	1	1
93	MI	SAGINAW	AFRC	42.90	100	0	0	1	1	0	0	0	1	1	0
94	MI	LANSING	NMCRC	33.13	100	0	0	1	0	0	0	0	1	1	0
95	MI	GRAND RAPIDS	NMCRC	40.72	100	0	0	1	0	1	0	0	0	1	1
96	MI	BATTLE CREEK	NMCRC	49.24	100	1	0	1	1	0	0	0	1	1	1
97	MI	SOUTHFIELD(Selfridge)	NRRC	48.87	100	1	0	1	1	0	0	0	1	1	1
98	MN	DULUTH	NRC	30.77	100	0	0	1	0	0	0	0	1	1	1
99	MN	ST PAUL	NMCRC	58.96	100	1	0	1	1	0	0	0	1	1	1
100	MO	BRIDGETON(St Louis)	NRRC	57.87	100	1	0	1	1	0	0	0	1	1	0
101	MO	CAPE GIRARDEAU	NRC	22.11	100	0	0	1	0	0	0	0	0	1	0
102	MO	KANSAS	NRRC	49.42	100	1	0	1	1	0	0	0	1	1	1
103	MO	SPRINGFIELD	NMCRC	50.45	100	0	0	1	1	1	0	0	1	1	1
104	MS	GULFPORT	NMCRC	48.44	100	1	0	1	0	1	0	1	0	1	1
105	MS	JACKSON	NRC	38.05	100	0	0	1	0	0	0	0	1	1	1
106	MT	BILLINGS	NMCRC	33.49	100	0	0	1	0	0	0	0	0	1	0
107	NC	CHARLOTTE	NMCRC	31.29	100	0	0	1	0	0	0	0	1	1	1
108	NC	WILMINGTON	NRC	26.35	100	0	0	1	0	0	0	0	0	0	0
109	NC	ASHEVILLE	NRC	30.23	100	0	0	1	0	1	0	0	0	1	0
110	NC	RALEIGH	NMCRC	42.79	100	1	0	1	0	1	0	0	1	1	1
111	NC	GREENSBORO	NMCRC	56.59	100	0	0	1	1	1	0	0	1	0	1
112	ND	FARGO	NRC	59.18	100	1	0	1	1	0	0	0	1	1	0
113	NE	OMAHA	NMCRC	46.65	100	1	0	1	0	1	0	0	0	1	0
114	NE	LINCOLN	NRC	39.57	100	0	0	1	0	0	0	0	0	1	1
115	NH	MANCHESTER	NMCRC	53.59	100	1	0	1	1	0	0	0	1	0	0
116	NJ	KEARNY	NRRC	54.50	100	1	0	1	1	0	0	0	1	1	1
117	NJ	FORT DIX	NRRC	33.15	100	1	0	1	0	1	0	0	1	0	1
118	NM	ALBUQUERQUE	NMCRC	61.84	100	1	0	1	0	0	0	0	1	1	0
119	NV	LAS VEGAS	NMCRC	41.08	100	1	0	1	0	0	0	0	0	1	0
120	NV	RENO	NMCRC	37.15	100	0	0	1	0	0	0	0	0	1	1
121	NY	FRANKFORT	NRC	39.23	100	1	0	1	0	0	0	0	1	1	0
122	NY	ALBANY	NMCRC	50.93	100	1	0	1	0	0	0	0	1	0	0
123	NY	SYRACUSE	NRC	38.44	100	1	0	1	0	0	0	0	0	1	1
124	NY	AMITYVILLE	NMCRC	36.74	100	1	0	1	0	0	0	0	1	0	1
125	NY	STATEN ISLAND	NRC	48.33	100	1	0	1	0	0	0	0	1	0	0



Army Marine	A	B	C	D	E	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL
5															
6															
7			R	40		QOL		Adequate	Fac 100	Bldgs	Airspce	Airfield	10K sf	Op Exp	Land Ex
8			F	10		1	0	0	1	0	1	1	0	0	0
9			M	20		0	0	0	0	1	1	1	1	1	1
10			C	30		1	0	1	0	0	0	0	0	0	0
15			MV	SCORE		10	0	6	6	4	6	6	6	3	3
16			RESPONSES		MV	SUR	FAO								
17				100		34.09	18.23	18.92	12.28	13.15	11.27	12.23	11.22	10.90	10.95
126	NY	GLENS FALLS	NRC	26.94		26.94	0	2.23	1	0	0	0	0	0	0
127	NY	BROOKLYN	NMCRC	42.60		42.60	1	6.82	0	1	1	0	0	1	0
128	NY	BUFFALO	NMCRC	46.38		46.38	0	9.10	1	1	0	0	0	1	1
129	NY	ROCHESTER	NMCRC	38.14		38.14	0	7.45	1	0	1	0	0	0	1
130	NY	HORSEHEADS	NMCRC	46.88		46.88	1	6.85	1	0	1	0	0	1	0
131	NY	WATERTOWN	NRC	29.06		29.06	1	3.18	1	0	0	0	0	0	1
132	NY	BRONX	NMCRC	51.69		51.69	1	10.05	1	0	0	0	0	1	0
133	OH	DAYTON	NMCRC	42.60		42.60	1	1.03	1	0	0	0	0	1	1
134	OH	CLEVELAND	NRC	53.99		53.99	1	7.23	1	1	0	0	0	1	0
135	OH	VIENNA (Youngstown)	NMCRC	38.95		38.95	1	3.71	1	0	0	0	0	0	1
136	OH	PERRYSBURG (Toledo)	NMCRC	42.21		42.21	1	6.03	1	0	0	0	0	1	1
137	OH	AKRON	NMCRC	29.89		29.89	0	7.12	1	0	0	0	0	1	0
138	OH	CINCINNATI	NMCRC	36.79		36.79	0	7.35	1	0	1	0	0	1	1
139	OH	COLUMBUS	NMCRC	42.66		42.66	1	7.70	0	1	0	0	0	1	0
140	OK	TULSA	NMCRC	41.90		41.90	0	7.22	1	1	0	0	0	1	0
141	OK	OKLAHOMA CITY	NRRC	51.68		51.68	0	7.22	1	1	0	0	0	1	0
142	OR	CENTRAL POINT	NRC	30.53		30.53	0	6.05	1	0	0	0	0	1	1
143	OR	SALEM	NMCRC	35.54		35.54	0	6.32	1	0	1	0	0	1	0
144	OR	EUGENE	NMCRC	37.33		37.33	0	6.02	0	0	0	0	0	1	0
145	OR	PORTLAND	NMCRC	57.94		57.94	0	10.35	1	1	1	0	0	1	1
146	PA	READING	NMCRC	46.34		46.34	1	1.03	1	0	0	0	0	1	0
147	PA	WILLIAMSPORT	NRC	33.68		33.68	0	7.78	1	1	0	0	0	1	0
148	PA	EBENSBURG	NMCRC	39.71		39.71	0	8.04	1	0	0	0	0	1	1
149	PA	ALLENTOWN (Lehigh Val)	NMCRC	32.12		32.12	1	3.18	1	0	0	0	0	0	0
150	PA	PHILADELPHIA	NRRC	41.90		41.90	1	6.03	1	0	0	0	0	1	1
151	PA	AVOCA	NRC	51.22		51.22	1	7.19	1	1	0	0	0	1	1
152	PA	PITTSBURGH	NMCRC	40.04		40.04	0	6.19	1	1	0	0	0	1	1
153	PA	ERIE	NMCRC	41.69		41.69	0	6.03	1	0	0	0	0	1	1
154	PA	HARRISBURG	NMCRC	41.56		41.56	1	7.13	1	0	0	0	0	1	0
155	PR	ROOSEVELT RDS	NRC	56.70		56.70	1	6.10	1	0	0	0	0	1	0
156	RI	PROVIDENCE	NMCRC	55.55		55.55	1	6.08	1	0	0	0	0	1	0
157	SC	COLUMBIA	NRC	42.51		42.51	1	6.04	1	0	0	0	0	1	0
158	SC	CHARLESTON	NRRC	42.02		42.02	1	6.06	1	0	0	0	0	1	0
159	SC	GREENVILLE	NMCRC	36.89		36.89	0	6.03	1	0	0	0	0	1	0
160	SD	SIOUX FALLS	NRC	40.71		40.71	0	6.03	1	0	0	0	0	1	0
161	TN	NASHVILLE	NRC	52.61		52.61	1	6.35	1	0	1	0	0	1	0
162	TN	CHATTANOOGA	NMCRC	49.52		49.52	1	6.66	0	0	0	0	0	1	0
163	TN	KNOXVILLE	NMCRC	53.87		53.87	0	6.50	1	1	1	0	0	1	0
164	TX	TYLER	NRC	31.84		31.84	0	4.43	1	0	0	0	0	1	0
165	TX	LAREDO	NRF	26.02		26.02	0	3.66	1	0	0	0	0	0	1
166	TX	SAN ANTONIO	NMCR	55.73		55.73	1	6.23	1	1	0	0	0	1	0
167	TX	LUBBOCK	NMCRC	38.27		38.27	1	1.90	0	0	0	0	0	1	0
168	TX	ORANGE	NRC	44.16		44.16	0	10.88	1	1	0	0	0	1	1
169	TX	HARLINGEN	NRC	34.16		34.16	0	6.03	1	0	0	0	0	1	1
170	TX	WACO	NMCRC	28.24		28.24	1	3.50	1	0	1	0	0	0	0
171	TX	AUSTIN	NMCRC	38.90		38.90	0	6.35	1	0	1	0	0	1	0
172	TX	CORPUS CHRISTI	NRC	49.72		49.72	1	11.52	1	1	0	0	1	1	0
173	TX	HOUSTON	NMCRC	57.49		57.49	1	7.28	1	1	0	0	0	1	0
174	TX	DALLAS	NMCRC	46.59		46.59	1	12.78	1	1	1	0	1	1	0
175	TX	EL PASO	NMCRC	52.72		52.72	1	10.45	1	1	1	0	0	1	1
176	TX	AMARILLO	NMCRC	42.92		42.92	0	6.33	1	1	0	0	0	1	1
177	UT	SALT LAKE CITY	NMCRC	55.91		55.91	1	10.33	1	1	0	0	0	1	0
178	VA	RICHMOND	NMCRC	33.59		33.59	1	2.22	1	0	0	0	0	0	0
179	VA	ROANOKE	NMCRC	34.24		34.24	0	4.43	1	0	0	0	0	1	0

zy Marine	A	B	C	D	E	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL
5															
6															
7			R	40		1	0	0	1	0	1	1	0	0	0
8			F	10		0	0	1	1	1	1	1	1	1	1
9			M	20		0	0	0	0	1	1	1	1	1	1
10			C	30		1	0	1	0	0	0	0	0	0	0
15			MV	SCORE		10	0	6	6	4	6	6	6	3	3
16		RESPONSES		MV	SUP	FAO									
17				100	34.06	18.23	18.92	22.23	21.15	21.27	24.23	24.23	21.90	18.5	18.5
180	VA	NORFOLK	NMCRC	53.73	18.90	1	3.19	1	1	0	0	0	1	1	1
181	VT	BURLINGTON	NRC	51.83	13.08	1	7.28	1	1	0	0	0	1	0	0
182	WA	SPOKANE	NMCRC	57.33	20.22	1	8.23	1	1	0	0	0	1	1	0
183	WA	EVERETT	NRC	46.23	15.21	1	3.81	0	0	0	0	0	1	1	1
184	WA	TACOMA	NMCRC	42.06	10.24	1	3.03	1	0	0	0	0	1	1	1
185	WA	BREMERTON	NRC	45.26	12.5	1	2.2	1	0	0	0	0	0	0	0
186	WA	SEATTLE	NRR	61.20	15.1	1	0.53	1	1	1	0	0	1	0	0
187	WA	RICHLAND	NRC	36.10	12.2	1	4.1	1	0	0	0	0	1	0	0
188	WI	MILWAUKEE	NMCRC	38.63	11.2	0	3.02	1	0	0	0	0	1	1	0
189	WI	SHEBOYGAN	NRC	24.30	11.0	0	15.7	1	0	1	0	0	1	0	0
190	WI	GREEN BAY	NMCRC	50.09	11.75	0	5.8	1	1	0	0	0	1	1	1
191	WI	OSHKOSH	NRC	32.17	11.0	0	8.05	1	0	0	0	0	1	1	0
192	WI	STEVENS POINT	NRC	32.60	12.0	0	21.1	1	0	0	0	0	0	1	1
193	WI	MADISON	NMCRC	34.86	11.2	0	5.08	1	0	0	0	0	1	0	1
194	WI	LA CROSSE	NRC	40.13	11.3	0	4.0	1	0	0	0	0	1	0	0
195	WV	HUNTINGTON	NRC	33.52	11.0	0	4.1	1	1	0	0	0	1	1	1
196	WV	CHARLESTON	NRC	37.58	11.2	0	4.4	1	0	1	0	0	1	1	0
197	WV	MOUNDSVILLE	NRC	24.51	11.4	0	10.3	1	0	0	0	0	1	1	1
198	WY	CHEYENNE	NRC	44.32	11.2	1	2.1	1	0	1	0	0	0	1	0

MATRIX	A	B	C	D	E	H	I	J	K	L	M	R	S
153	Navy/Marine Corps Reserve Center Military Value Matrix												
154	R							M.V. Criteria/Weights					
155	Ques	Quest	Quest	DC	DC	Qst	QUESTIONS	R	F	M	C	MV	MV
156	Topi	Number	Import	No	Pg	Ltr		40	10	20	30	SCOR	Weight
157				No									
158	A							4	3	5	9	0	
159	A	1	2	49	5		No off-site drilling is conducted by the Center.	0	1	0	1	5	1.86
160	A	2	1	48	5	fy93	The Center supports >= 1,000 SELRES.	1	0	1	1	10	8.03
161	A	3	2	48	5	fy93	The Center supports >= 500 SELRES.	1	0	1	1	7	5.62
162	A	4	3	48	5	fy93	The Center supports >= 185 SELRES.	1	0	1	1	4	3.21
163	A	5	3	49	7	b	The Center supports 4 or more units not assigned.	0	1	0	1	2	0.74
164	A	6	1	49	8	c	75% of unit drills are conducted at the Center.	0	1	0	1	7	2.60
165	A	7	1	48	5		Is the ratio of SELRES on board to full time support staff 20:1 or greater?	0	0	0	1	8	1.88
166	A	8	2	49	10	F	The SELRES waiting list is >= 10% of SELRES supported.	0	0	1	1	7	2.90
167	A	9	1	48	5	FY9	Was aggregate SELRES manning >= 90% in FY 1993	1	0	1	1	9	7.23
168	B							4	3	5	9	0	
169	B	10	2	49	9	A	More than 50% of those assigned travel 50 miles or less.	1	0	1	1	6	4.82
170	B	11	1	49	9	B	No Navy/Marine Corps Reserve Cmd/Cntrs within 100 mi.	1	0	1	1	8	6.42
171	B	12	1	49	9	D	This is the only Navy/Marine Corps RESCEN in the State.	1	0	1	1	10	8.03
172	B	13	2	49	29		Center's location enhances unit mobilization.	0	1	1	0	7	2.22
173	B	14	3	49	29		More than 50% of the major transportation nodes are within 25 miles of the Center.	1	0	1	1	4	3.21
174	C							4	3	5	9	0	22.31
175	C	15	1	49	8	e	Is more than 33% of the drill time spent on fleet support?	1	0	1	0	9	5.12
176	C	16	2	49	10	G	The Center has particular demographics that enhance recruitment.	1	0	0	1	7	4.36
177	C	17	3	49	10	I	Are new military missions planned for this Center?	0	1	1	0	2	0.63
178	C	18	2	49	11	H1	The Center participates in non-military, local assistance programs.	0	0	0	1	7	1.64
179	C	19	2	49	18	12a	Center has unique equipment too expensive to move.	0	1	0	1	5	1.86
180	C	20	3	49	30		Less than 15% of scheduled drills were cancelled because of weather.	1	0	0	1	1	0.62
181	C	21	2	49	23	3	The Center has other unique features.	0	1	0	1	5	1.86
182	C	22	1	49	36	1-7	The Center is proximate to a military activity that supports the Center's QOL.	1	0	0	1	10	6.23
183	D							3	8	6	1	0	18.92
184	D	23	2	49	13	2	>= 90% of the space at the RESCEN is adequate.	0	1	0	1	6	2.23
185	D	24	2	49	6		The Center has special facilities not available within 100 mi.	1	1	0	0	6	3.15
186	D	25	3	49	16	7a	The Center has access to other training buildings.	0	1	1	0	4	1.27
187	D	26	2	49	17	11a	Is airspace utilized by the Center's units?	1	1	1	0	6	4.23
188	D	27	2	49	17	11b	Do the Center's units utilize an airfield?	1	1	1	0	6	4.23
189	D	28	2	49	13	2	Does the RESCEN have 10k square feet or more?	0	1	1	0	6	1.90
190	D	29	3	49	24	1	The Center has the operational infrastructure to expand.	0	1	1	0	3	0.95
191	D	30	3	49	24	2	The Center has additional land for expansion.	0	1	1	0	3	0.95
192													100.00

C	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
2					SUP	RANK	DIFF	LOC	RANK	DIFF	F&C	RANK	DIFF	F&C	RANK	DIFF
3	CO	AURORA (Denver)	NRRC	62.52	16.15	24	3.77	11	4.89	11	11.28	99	-0.12			
4	NM	ALBUQUERQUE	NMCR	61.84	16.15	25	3.68	1	12.92	51	2.66	99	-0.12			
5	WA	SEATTLE	NRRC	60.96	16.15	58	1.76	11	4.89	3	9.42	31	2.43			
6	AR	LITTLE ROCK	NMCR	60.96	16.15	36	2.94	1	12.92	115	-1.93	4	4.33			
7	IL	FOREST PARK	NRC	60.69	16.15	62	1.36	11	4.89	2	9.63	36	2.11			
8	ND	FARGO	NRC	59.18	16.15	27	3.43	8	5.88	31	5.06	36	2.11			
9	MN	ST PAUL	NMCR	58.96	16.15	15	5.65	11	4.89	51	2.66	15	3.06			
10	OR	PORTLAND	NMCR	57.94	16.15	6	6.09	11	4.89	98	-0.07	4	4.33			
11	MO	BRIDGETON (St. Louis)	NRRC	57.87	16.15	6	6.09	56	2.67	36	4.30	36	2.11			
12	TX	HOUSTON	NMCR	57.49	16.15	6	6.09	11	4.89	51	2.66	53	1.16			
13	WA	SPOKANE	NMCR	57.33	16.15	10	5.84	11	4.89	66	1.80	36	2.11			
14	AZ	TUCSON	NMCR	56.85	16.15	36	2.94	11	4.89	30	5.15	47	1.18			
15	PR	ROOSEVELT RDS	NRC	56.70	16.15	10	5.84	55	3.28	18	5.92	106	-1.04			
16	NC	GREENSBORO	NMCR	56.59	16.15	3	6.58	11	4.89	108	-0.95	11	3.38			
17	LA	BA'ON ROUGE	NMCR	56.31	16.15	20	4.17	11	4.89	59	2.44	36	2.11			
18	UT	SALT LAKE CITY	NMCR	55.91	16.15	22	3.96	4	10.70	127	-3.55	36	2.11			
19	LA	NEW ORLEANS	NMCR	55.75	16.15	62	1.36	11	4.89	42	3.42	11	3.38			
20	TX	SAN ANTONIO	NMCR	55.73	16.15	6	6.09	11	4.89	93	-0.06	36	2.11			
21	HI	HONOLULU	NMCR	55.57	16.15	70	1.08	1	12.92	93	-0.06	130	-1.07			
22	RI	PROVIDENCE	NMCR	55.55	16.15	21	3.98	6	6.49	42	3.42	106	-1.04			
23	AZ	PHOENIX	NMCR	55.42	16.15	43	2.74	11	4.89	51	2.66	31	2.43			
24	CA	LONG BEACH	NMCR	54.94	16.15	122	-1.58	11	4.89	6	7.78	53	1.16			
25	CA	SACRAMENTO	NMCR	54.81	16.15	92	0.34	11	4.89	41	3.83	15	3.06			
26	ID	BOISE	NMCR	54.59	16.15	17	5.29	11	4.89	59	2.44	102	-0.73			
27	NJ	KEARNY	NRRC	54.50	16.15	129	-2.07	11	4.89	18	5.92	15	3.06			
28	OH	CLEVELAND	NRC	53.99	16.15	25	3.68	11	4.89	67	1.56	53	1.16			
29	TN	KNOXVILLE	NMCR	53.87	16.15	10	5.84	11	4.89	120	-2.93	11	3.38			
30	VA	NORFOLK	NMCR	53.73	16.15	161	-4.48	11	4.89	8	7.56	15	3.06			
31	NH	MANCHESTER	NMCR	53.59	16.15	129	-2.07	8	5.88	18	5.92	53	1.16			
32	IN	INDIANAPOLIS	NMCR	53.43	16.15	92	0.34	11	4.89	59	2.44	15	3.06			
33	GA	ATLANTA	NMCR	53.11	16.15	1	8.25	56	2.67	120	-2.93	31	2.43			
34	MD	ADELPHI	NRC	52.83	16.15	10	5.84	76	-1.53	18	5.92	75	-0.09			
35	TX	EL PASO	NMCR	52.72	16.15	3	6.58	56	2.67	127	-3.55	4	4.33			
36	TN	NASHVILLE	NRC	52.61	16.15	31	3.24	11	4.89	67	1.56	65	0.23			
37	KS	WICHITA	NMCR	52.39	16.15	52	2.30	67	1.68	51	2.66	15	3.06			
38	IL	ROCK ISLAND	NMCR	51.89	16.15	77	0.53	67	1.68	51	2.66	4	4.33			
39	VT	BURLINGTON	NRC	51.83	16.15	107	-1.33	8	5.88	42	3.42	53	1.16			
40	NY	BRONX	NMCR	51.69	16.15	15	5.65	76	-1.53	18	5.92	106	-1.04			
41	OK	OKLAHOMA CITY	NRRC	51.68	16.15	31	3.24	11	4.89	99	-0.31	53	1.16			
42	CA	ALAMEDA	NMCR	51.63	16.15	158	-3.99	11	4.89	18	5.92	36	2.11			
43	FL	ORLANDO	NMCR	51.53	16.15	1	8.25	76	-1.53	99	-0.31	31	2.43			
44	PA	AVOCA	NRC	51.22	16.15	155	-3.95	11	4.89	34	4.52	15	3.06			
45	CA	SAN BERNARDINO-MVE	NMCR	51.08	16.15	77	0.53	11	4.89	18	5.92	166	-2.95			
46	DC	WASHINGTON	NMCR	51.02	16.15	153	-3.74	6	6.49	8	7.56	136	-1.99			
47	NY	ALEANY	NMCR	50.93	16.15	10	5.84	76	-1.53	18	5.92	136	-1.99			
48	MO	SPRINGFIELD	NMCR	50.45	16.15	72	1.06	56	2.67	99	-0.31	4	4.33			
49	WI	GREEN BAY	NMCR	50.09	16.15	62	1.36	11	4.89	115	-1.93	15	3.06			
50	CA	SAN DIEGO	NMCR	50.02	16.15	43	2.74	11	4.89	51	2.66	167	-2.97			
51	TX	CORPUS CHRISTI	NRC	49.72	16.15	148	-3.20	11	4.89	93	-0.06	3	5.39			
52	TN	CHATTANOOGA	NMCR	49.52	16.15	113	-1.35	11	4.89	15	6.56	168	-3.27			
53	MO	KANSAS	NRRC	49.42	16.15	121	-1.39	11	4.89	91	0.16	15	3.06			
54	AK	ANCHORAGE	NRC	49.29	16.15	102	0.22	4	10.70	110	-1.70	157	-2.63			
55	MI	BATTLE CREEK	NMCR	49.24	16.15	113	-1.35	11	4.89	93	-0.06	15	3.06			
56	FL	TALLAHASSEE	NMCR	49.04	16.15	148	-3.20	11	4.89	88	0.33	4	4.33			
57	FL	TAMPA	NRC	48.88	16.15	53	2.19	76	-1.53	3	9.42	169	-3.90			
58	MI	SOUTHFIELD (Selfridge)	NRRC	48.87	16.15	103	-0.65	73	-0.54	36	4.30	15	3.06			
59	MS	GULFPORT	NMCR	48.44	16.15	154	-3.80	76	-1.53	8	7.56	10	3.51			
60	NY	STATEN ISLAND	NRC	48.33	16.15	31	3.24	76	-1.53	18	5.92	136	-1.99			
61	IL	GREAT LAKES	NRRC	47.84	16.15	170	-5.42	11	4.89	34	4.52	53	1.16			
62	GA	AUGUSTA	NMCR	47.59	16.15	17	5.29	76	-1.53	64	2.18	106	-1.04			
63	CA	ENCINO	NMCR	47.33	16.15	92	0.34	76	-1.53	18	5.92	75	-0.09			
64	FL	JACKSONVILLE	NMCR	47.06	16.15	122	-1.58	76	-1.53	8	7.56	75	-0.09			
65	NY	HORSEHEADS	NMCR	46.88	16.15	129	-2.07	76	-1.53	8	7.56	65	0.23			
66	MD	BALTIMORE	NRRC	46.81	16.15	92	0.34	76	-1.53	47	3.20	36	2.11			
67	NE	OMAHA	NMCR	46.65	16.15	22	3.96	76	-1.53	47	3.20	131	-1.68			
68	TX	DALLAS	NMCR	46.59	16.15	125	-1.88	56	2.67	127	-3.55	2	6.66			
69	AL	MOBILE	NMCR	46.55	16.15	129	-2.07	56	2.67	36	4.30	106	-1.04			
70	KY	LOUISVILLE	NMCR	46.39	16.15	92	0.34	67	1.68	110	-1.70	11	3.38			
71	NY	BUFFALO	NMCR	46.38	16.15	3	6.58	76	-1.53	150	-4.43	15	3.06			
72	PA	READING	NMCR	46.34	16.15	148	-3.20	76	-1.53	3	9.42	106	-1.04			
73	WA	EVERETT	NRC	46.23	16.15	73	0.83	76	-1.53	15	6.56	155	-2.32			
74	AL	BESSEMER	NMCR	45.33	16.15	31	3.24	11	4.89	166	-7.93	31	2.43			
75	WA	BREMERTON	NRC	45.26	16.15	27	3.43	159	-4.75	6	7.78	169	-3.90			
76	CA	FRESNO	AFRC	44.72	16.15	59	1.57	76	-1.53	78	0.80	47	1.18			
77	FL	PENSACOLA	NRC	44.65	16.15	158	-3.99	76	-1.53	8	7.56	75	-0.09			
78	FL	CLEARWATER	NRC	44.53	16.15	56	1.80	76	-1.53	75	1.33	65	0.23			
79	WY	CHEYENNE	NRC	44.32	16.15	104	-0.83	70	1.68	59	2.44	131	-1.68			
80	MA	WORCESTER	NMCR	44.17	16.15	175	-7.16	11	4.89	40	3.84	75	-0.09			
81	TX	ORANGE	NRC	43.75	9.83	163	-4.56	11	4.89	115	-1.93	15	3.06			
82	FL	HIALEAH	NMCR	43.59	16.15	53	2.19	76	-1.53	88	0.33	75	-0.09			
83	CT	NEW HAVEN	NMCR	43.22	16.15	160	-4.29	11	4.89	99	-0.31	65	0.23			
84	TX	AMARILLO	NMCR	42.92	16.15	155	-3.95	11	4.89	137	-3.78	15	3.06			

	C	B	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
2					SUP	RANK	DIFF	LOC	RANK	DIFF	F&C	RANK	DIFF	FAC	RANK	DIFF
85	MI	SAGINAW	AFRC	42.90	61	1.55		76	-1.53		115	-1.93		36	2.11	
86	NC	FALEIGH	NMCRC	42.79	152	-3.25		76	-1.53		18	5.92		129	-1.05	
87	IL	PEORIA	NMCRC	42.76	66	1.27		56	2.67		137	-3.78		75	-0.09	
88	OH	COLUMBUS	NMCRC	42.66	173	-6.89		56	2.67		36	4.30		99	-0.12	
89	NY	EROOKLYN	NMCRC	42.60	36	2.94		76	-1.53		110	-1.70		74	0.20	
90	OH	DAYTON	NMCRC	42.60	62	1.36		76	-1.53		91	0.16		75	-0.09	
91	SC	COLUMBIA	NRC	15.21	73	0.83		76	-1.53		67	1.56		106	-1.04	
92	CA	BAKERSFIELD	NMCRC	42.50	47	2.69		76	-1.53		99	-0.31		106	-1.04	
93	KS	TOPEKA	NMCRC	42.32	113	-1.35		76	-1.53		153	-4.79		1	7.29	
94	OH	PERRYSBURG (Toledo)	NMCRC	42.21	92	0.34		76	-1.53		78	0.80		75	-0.09	
95	CA	STOCKTON	AFRC	42.20	129	-2.07		76	-1.53		47	3.20		75	-0.09	
96	CA	SAN BRUNO	NMCRC	42.08	129	-2.07		76	-1.53		50	3.08		75	-0.09	
97	WA	TACOMA	NMCRC	42.06	155	-3.95		76	-1.53		32	4.94		75	-0.09	
98	SC	CHARLESTON	NRC	42.02	92	0.34		76	-1.53		67	1.56		106	-1.04	
99	PA	PHILADELPHIA	NRC	41.90	43	2.74		76	-1.53		113	-1.91		75	-0.09	
100	OK	TULSA	NMCRC	41.90	36	2.94		11	4.89		175	-9.78		53	1.16	
101	CT	PLAINVILLE	NMCRC	41.78	106	-1.05		76	-1.53		74	1.44		65	0.23	
102	PA	ERIE	NMCRC	41.69	113	-1.35		76	-1.53		65	1.97		75	-0.09	
103	PA	HARRISBURG	NMCRC	41.56	73	0.83		76	-1.53		67	1.56		136	-1.99	
104	NV	LAS VEGAS	NMCRC	41.08	129	-2.07		76	-1.53		32	4.94		159	-2.95	
105	MI	GRAND RAPIDS	NMCRC	40.72	59	1.57		76	-1.53		109	-1.29		102	-0.73	
106	SD	SIOUX FALLS	NRC	40.71	77	0.53		70	1.68		124	-3.15		106	-1.04	
107	CA	SAN JOSE	NMCRC	40.68	36	2.94		136	-3.75		78	0.80		154	-2.00	
108	ID	POCATELLO	NRC	40.33	77	0.53		56	2.67		136	-3.57		136	-1.99	
109	WI	LA CROSSE	NRC	40.13	66	1.27		76	-1.53		99	-0.31		136	-1.99	
110	PA	PITTSBURGH	NMCRC	40.04	43	2.74		73	-0.54		166	-7.93		15	3.06	
111	IL	DECATUR	NRC	39.98	48	2.38		136	-3.75		99	-0.31		106	-1.04	
112	PA	EBENSBURG	NMCRC	39.71	77	0.53		136	-3.75		88	0.33		75	-0.09	
113	IA	CUBUQUE	NRC	39.67	77	0.53		76	-1.53		115	-1.93		75	-0.09	
114	NE	LINCOLN	NRC	39.57	27	3.43		76	-1.53		122	-3.02		136	-1.99	
115	NY	FRANKFORT	NRC	39.23	77	0.53		136	-3.75		78	0.80		106	-1.04	
116	OH	VIENNA (Youngstown)	NMCRC	38.95	90	0.51		136	-3.75		59	2.44		159	-2.95	
117	CA	SANTA BARBARA ***	NRC	38.92	177	-8.77		136	-3.75		8	7.56		47	1.18	
118	TX	AUSTIN	NMCRC	38.90	36	2.94		76	-1.53		156	-5.42		65	0.23	
119	WI	MILWAUKEE	NMCRC	38.63	36	2.94		73	-0.54		156	-5.42		106	-1.04	
120	NY	SYRACUSE	NRC	38.44	129	-2.07		160	-6.35		17	6.16		136	-1.99	
121	TX	LUBBOCK	NMCRC	38.27	77	0.53		76	-1.53		78	0.80		177	-4.22	
122	IA	DES MOINES	NMCRC	38.22	90	0.51		11	4.89		175	-9.78		75	-0.09	
123	NY	ROCHSTER	NMCRC	38.14	56	1.80		76	-1.53		124	-3.15		131	-1.68	
124	MS	JACKSON	NRC	38.05	77	0.53		76	-1.53		127	-3.55		75	-0.09	
125	AL	HUNTSVILLE	NRC	37.97	162	-4.54		135	-2.15		78	0.80		53	1.16	
126	WV	CHARLESTON	NRC	37.58	143	-2.40		160	-6.35		45	3.41		65	0.23	
127	IA	WATERLOO	NMCRC	37.53	30	3.41		136	-3.75		137	-3.78		106	-1.04	
128	OR	EUGENE	NMCRC	37.33	66	1.27		136	-3.75		75	1.33		177	-4.22	
129	GA	SAVANNAH	NMCRC	37.25	107	-1.33		11	4.89		153	-4.79		177	-4.22	
130	NV	RENO	NMCRC	37.15	113	-1.35		136	-3.75		73	1.55		136	-1.99	
131	SC	GREENVILLE	NMCRC	36.89	53	2.19		76	-1.53		156	-5.42		106	-1.04	
132	OH	CINCINNATI	NMCRC	36.79	173	-6.89		76	-1.53		75	1.33		47	1.18	
133	NY	AMITYVILLE	NMCRC	36.79	178	-9.30		76	-1.53		18	5.92		106	-1.04	
134	ME	FORTLAND	NRC	36.64	178	-9.30		76	-1.53		51	2.66		36	2.11	
135	IN	SOUTH BEND	NMCRC	36.37	113	-1.35		11	4.89		175	-9.78		75	-0.09	
136	AL	TUSCALOOSA	NRC	36.29	35	3.13		76	-1.53		137	-3.78		177	-4.22	
137	CA	MARE ISLAND	NRC	36.14	77	0.53		76	-1.53		127	-3.55		136	-1.99	
138	WA	RICHLAND	NRC	36.10	124	-1.66		136	-3.75		78	0.80		136	-1.99	
139	OR	SALEM	NMCRC	35.54	129	-2.07		76	-1.53		137	-3.78		65	0.23	
140	ME	BANGOR	NRC	35.44	126	-1.94		56	2.67		174	-9.15		53	1.16	
141	WI	MADISON	NMCRC	34.86	48	2.38		136	-3.75		156	-5.42		106	-1.04	
142	CA	PAMONA-MARCH AFB	MOVE	34.85	165	-5.28		76	-1.53		99	-0.31		102	-0.73	
143	IN	GARY	NMCRC	34.51	66	1.27		136	-3.75		151	-4.67		106	-1.04	
144	CO	FORT CARSON	NRC	34.34	171	-5.96		76	-1.53		78	0.80		131	-1.68	
145	VA	ROANOKE	NMCRC	34.24	19	4.79		136	-3.75		165	-7.51		136	-1.99	
146	TX	HARLINGEN	NRC	34.16	107	-1.33		56	2.67		175	-9.78		75	-0.09	
147	PA	WILLIAMSPORT	NRC	33.68	165	-5.28		11	4.89		175	-9.78		53	1.16	
148	VA	RICHMOND	NMCRC	33.59	92	0.34		160	-6.35		78	0.80		169	-3.90	
149	WV	HUNTINGTON	NRC	33.52	165	-5.28		76	-1.53		156	-5.42		15	3.06	
150	MT	BILLINGS	NMCRC	33.49	76	0.81		72	1.06		169	-8.14		159	-2.95	
151	KY	LEXINGTON	NRC	33.35	129	-2.07		76	-1.53		137	-3.78		136	-1.99	
152	GA	COLUMBUS	NRC	33.16	141	-2.09		160	-6.35		93	-0.06		106	-1.04	
153	NJ	FORT DIX	NRC	33.15	172	-6.72		160	-6.35		46	3.30		65	0.23	
154	MI	LANSING	NMCRC	33.13	148	-3.20		76	-1.53		137	-3.78		106	-1.04	
155	MD	CUMBERLAND	NRC	33.01	77	0.53		136	-3.75		156	-5.42		106	-1.04	
156	WI	STEVENS POINT	NRC	32.60	104	-0.83		170	-6.97		99	-0.31		136	-1.99	
157	FL	WEST PALM BEACH	NMCRC	32.53	92	0.34		136	-3.75		166	-7.93		47	1.18	
158	WI	OSHKOSH	NRC	32.17	146	-2.70		136	-3.75		122	-3.02		106	-1.04	
159	PA	ALLENTOWN (Lehigh Valley)	NMCRC	32.12	141	-2.09		160	-6.35		78	0.80		159	-2.95	
160	TX	TYLER	NRC	31.84	107	-1.33		136	-3.75		137	-3.78		136	-1.99	
161	IN	EVANSVILLE	NMCRC	31.39	107	-1.33		160	-6.35		153	-4.79		53	1.16	
162	NC	CHARLOTTE	NMCRC	31.29	101	0.32		170	-6.97		151	-4.67		75	-0.09	
163	MN	DULUTH	NRC	30.77	77	0.53		160	-6.35		137	-3.78		155	-2.32	
164	MI	CADILLAC	NRC	30.55	126	-1.94		170	-6.97		124	-3.15		75	-0.09	
165	OR	CENTRAL POINT	NRC	12.44	126	-1.94		160	-6.35		137	-3.78		75	-0.09	
166	NC	ASHEVILLE	NRC	30.23	77	0.53		76	-1.53		175	-9.78		131	-1.68	

C	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
2					SUP	RANK	DIFF	LOC	RANK	DIFF	F&C	RANK	DIFF	FAC	RANK	DIFF
167	OH	AKRON	NMCRC	29.89		70	1.08		136	-3.75		169	-8.14		136	-1.99
168	IA	CEDAR RAPIDS	NRC	29.29		48	2.38		136	-3.75		169	-8.14		169	-3.90
169	NY	WATERTOWN	NRC	29.06		165	-5.28		170	-6.97		67	1.56		159	-2.95
170	TX	WACO	NMCRC	28.24		113	-1.35		177	-8.57		113	-1.91		157	-2.63
171	ME	AUGUSTA	NRC	27.50		144	-2.68		170	-6.97		127	-3.55		136	-1.99
172	DE	WILMINGTON	NMCRC	27.48		107	-1.33		136	-3.75		169	-8.14		136	-1.99
173	IA	SIOUX CITY	NRC		16.77	48	2.38		177	-8.57		169	-8.14		106	-1.04
174	NY	GLENS FALLS	NRC	26.94		144	-2.68		136	-3.75		156	-5.42		169	-3.90
175	NC	WILMINGTON	NRC	26.35		129	-2.07		160	-6.35		149	-4.03		169	-3.90
176	TX	LAREDO	NRF	26.02		163	-4.56		136	-3.75		156	-5.42		159	-2.95
177	WV	MOUNDSVILLE	NRC	24.51		113	-1.35		170	-6.97		175	-9.78		75	-0.09
178	WI	SHEBOYGAN	NRC	24.30		165	-5.28		170	-6.97		156	-5.42		102	-0.73
179	MI	CALUMET	NRF	24.11		175	-7.16		136	-3.75		137	-3.78		169	-3.90
180	CA	IRVINE - SANTA ANA	NRC	24.09		178	-9.30		76	-1.53		127	-3.55		177	-4.22
181	DE	LEWES	NRC	22.98		146	-2.70		179	-9.56		127	-3.55		169	-3.90
182	MO	CAPE GIRARDEAU	NRC	22.11		129	-2.07		180	-11.78		137	-3.78		159	-2.95
183	LA	BOSSIER CITY	NMCRC	17.36		181	-11.17		180	-11.78		127	-3.55		47	1.18
184					14.385			11.784			10.405			6.1254		

**MARINE CORPS RESERVE CENTERS**

Line 82-X/AL -- Is the ratio of SELRES on board to full time support staff 10:1 or greater?  
2.18

Camp Pendleton, CA now a 1 so gained 2.18

FT KNOX, KY now a 1 so gained 2.18

Line 105-AN/CE - Does the RESECEN have 10-thousand square feet or more? (2.16)

Broussard, LA now a 1 so gained 2.16

Charleston, WV now a 1 so gained 2.16

ENC(6), 18 NOV 94

## MARINE CORPS RESERVE CENTERS

L	9R	BS	BT	BU	BV	BW	BX	BY	BZ	CA	CB	CC	CD	CE
3														
4														TOTAL
5	Albuquerque	26.24	6	5.56	28.72	1	17.75	15.21	3	5.51	6.70	49	-2.92	74.88
6	North Little Rock	23.33	30	2.65	28.72	1	17.75	15.21	3	5.51	6.86	33	-0.76	74.12
7	Port Hueneme	25.39	12	4.71	13.75	13	2.78	15.00	6	5.29	19.55	1	11.93	73.69
8	Detroit	26.24	6	5.56	19.36	6	8.39	17.12	1	7.41	18.43	26	0.50	70.85
9	Oklahoma City	26.24	6	5.56	19.36	6	8.39	13.09	17	3.38	10.78	16	2.15	68.47
10	Jackson	25.39	12	4.71	23.10	4	12.13	5.82	48	-3.89	16.14	35	-1.48	60.46
11	Syracuse	23.21	33	2.53	19.36	6	8.39	13.09	17	3.38	14.68	54	-2.95	60.34
12	Huntsville	16.97	45	-3.71	19.36	6	8.39	12.03	29	2.32	10.86	9	3.23	59.22
13	Tampa	26.24	6	5.56	19.36	36	-1.61	15.00	6	5.29	18.34	20	0.71	58.94
14	Pico Rivera	26.24	6	5.56	11.88	15	0.91	15.00	6	5.29	15.78	46	-1.84	58.90
15	Charleston	19.96	37	-0.72	19.36	36	-1.61	15.00	6	5.29	14.31	5	6.68	58.62
16	Las Vegas	25.39	12	4.71	19.36	6	8.39	8.00	39	-1.71	5.78	46	-1.84	58.54
17	Chicago	25.39	12	4.71	11.88	15	0.91	15.72	2	6.01	4.70	49	-2.92	57.69
18	Fredonck	25.39	12	4.71	18.13	39	-2.84	15.21	3	5.51	8.70	19	1.07	57.44
19	Charleston	23.33	30	2.65	21.23	5	10.26	5.82	48	-3.89	6.14	35	-1.48	56.52
20	Montgomery	25.39	12	4.71	16.26	49	-4.71	19.91	32	0.20	14.67	4	7.04	56.23
21	Brooklyn	25.39	12	4.71	11.88	15	0.91	12.36	28	2.66	6.14	35	-1.48	55.78
22	Kansas City	17.82	42	-2.86	11.88	15	0.91	15.00	6	5.29	10.86	9	3.23	55.56
23	Baltimore	25.39	12	4.71	11.88	15	0.91	19.91	32	0.20	7.22	27	-0.40	54.40
24	Tooele	18.16	41	-2.52	11.88	15	0.91	8.00	39	-1.71	15.57	3	7.94	53.60
25	Johnson City	26.24	6	5.56	2.52	58	-8.45	13.81	15	4.10	10.86	9	3.23	53.43
26	Los Alamitos	19.96	37	-0.72	11.88	15	0.91	13.09	17	3.38	7.22	27	-0.40	52.15
27	Memphis	16.97	45	-3.71	16.26	49	-4.71	13.09	17	3.38	15.75	2	8.12	52.07
28	Garden City	25.39	12	4.71	8.13	39	-2.84	15.00	6	5.29	3.24	62	-4.39	51.77
29	Camp Lejeune	14.91	56	-5.77	10.00	35	-0.96	13.81	15	4.10	12.11	7	4.48	50.83
30	Broken Arrow	25.39	12	4.71	11.23	32	0.26	7.73	45	-1.98	6.14	35	-1.48	50.49
31	Austin	25.39	12	4.71	11.88	15	0.91	5.82	48	-3.89	7.22	27	-0.40	50.31
32	San Juan	12.39	60	-8.29	19.36	6	8.39	9.91	32	0.20	8.30	25	0.68	49.96
33	Eastover	26.58	3	5.90	8.13	39	-2.84	8.00	39	-1.71	7.22	27	-0.40	49.94
34	Brookpark	25.39	12	4.71	11.88	15	0.91	0.73	62	-8.98	10.50	14	2.87	48.50
35	Philadelphia	24.06	28	3.38	11.88	15	0.91	11.45	61	-8.26	11.03	8	3.40	48.41
36	Seattle	23.21	33	2.53	15.61	54	-5.35	9.91	32	0.20	9.59	17	1.96	48.33
37	Waukegan	23.33	30	2.65	8.13	39	-2.84	13.09	17	3.38	3.60	60	-4.03	48.15
38	Harnsburg	28.76	1	8.08	11.88	15	0.91	0.73	62	-8.98	6.14	35	-1.48	47.51
39	Evansville	25.39	12	4.71	11.23	32	0.26	5.82	48	-3.89	3.98	57	-3.64	46.42
40	Nashville	25.39	12	4.71	9.36	36	-1.61	8.00	39	-1.71	3.63	59	-4.00	46.38
41	Anchorage	0.00	65	-20.68	28.72	1	17.75	8.00	39	-1.71	9.59	17	1.96	46.31
42	Amityville	16.97	45	-3.71	8.13	39	-2.84	15.00	6	5.29	6.14	35	-1.48	46.25
43	Fort Worth	17.78	44	-2.90	8.13	39	-2.84	13.09	17	3.38	7.22	27	-0.40	46.22
44	Quantico	25.39	12	4.71	2.52	58	-8.45	15.00	6	5.29	3.24	62	-4.39	46.15
45	Joliet	19.96	37	-0.72	8.13	39	-2.84	13.09	17	3.38	4.70	49	-2.92	45.89
46	Springfield	11.54	61	-9.14	19.36	6	8.39	6.54	47	-3.17	7.22	27	-0.40	44.66
47	Newport News	14.79	57	-5.89	11.88	15	0.91	13.09	17	3.38	4.70	49	-2.92	44.46
48	Fort Knox	20.34	36	-0.34	2.52	58	-8.45	8.00	39	-1.71	13.59	6	5.96	44.45
49	Camp Pendleton	16.97	45	-3.71	8.13	39	-2.84	15.00	6	5.29	3.60	60	-4.03	43.70
50	San Rafael	23.21	33	2.53	2.52	58	-8.45	13.09	17	3.38	14.70	49	-2.92	43.53
51	Concord	16.97	45	-3.71	11.88	15	0.91	13.09	17	3.38	1.44	65	-6.19	43.38
52	Lynchburg	28.76	1	8.08	0.00	64	-10.97	2.64	56	-7.07	10.86	9	3.23	42.26
53	Red Bank	19.36	62	-11.32	11.88	15	0.91	9.91	32	0.20	10.86	9	3.23	42.00
54	Dover	16.97	45	-3.71	15.61	54	-5.35	13.09	17	3.38	16.14	35	-1.48	41.82
55	Yakima	26.58	3	5.90	3.74	56	-7.23	2.64	56	-7.07	6.34	20	0.71	41.30
56	Topsham	16.97	45	-3.71	8.13	39	-2.84	10.12	31	0.41	15.80	45	-1.83	41.02
57	Marietta	14.79	57	-5.89	11.88	15	0.91	15.82	48	-3.89	8.34	20	0.71	40.83
58	Albany	16.97	45	-3.71	11.88	15	0.91	5.82	48	-3.89	6.14	35	-1.48	40.81
59	Broussard	16.04	54	-4.64	11.88	15	0.91	5.82	48	-3.89	6.14	35	-1.48	39.88
60	Galveston	26.58	3	5.90	6.26	49	-4.71	2.64	56	-7.07	4.32	56	-3.31	39.80
61	Lexington	25.39	12	4.71	8.13	39	-2.84	2.64	56	-7.07	2.55	64	-5.08	38.71
62	Connellsville	16.04	54	-4.64	13.10	14	2.13	2.64	56	-7.07	6.14	35	-1.48	37.92
63	Waterloo	14.79	57	-5.89	16.26	49	-4.71	17.73	45	-1.98	18.34	20	0.71	37.12
64	Camp Edwards	17.82	42	-2.86	2.52	58	-8.45	19.91	32	0.20	14.68	54	-2.95	34.93
65	Barstow	10.85	64	-19.83	11.23	32	0.26	10.84	30	1.13	10.50	14	2.87	33.42
66	Wilmington	16.97	45	-3.71	16.26	49	-4.71	2.85	55	-6.86	16.86	33	-0.76	32.95
67	Chicopee	24.06	28	3.38	2.52	58	-8.45	10.73	62	-8.98	3.98	57	-3.64	31.29
68	Texarkana	15.44	63	-15.24	13.74	56	-7.23	19.91	32	0.20	18.34	20	0.71	27.43
69	Rome	19.96	37	-0.72	10.00	64	-10.97	10.73	62	-8.98	15.78	46	-1.84	26.47
70		20.6798			10.9682			9.70653			7.62721			48.9818



MATRIX	J	K	L	M	R	S	T	U	V	W	X	Y	Z	AA					
73	Marine Corps Reserve Center Military Value Matrix																		
74																			
75	QUESTIONS	M.V. Criteria/Weights				MV	MV	RESPONSES											
76		R	F	M	C			SCORE	Weight	Anchorage	Huntsville	Montgomery	North Little	Barstow	Camp Pendl	Concord	Los Alamito		
77		40	10	20	30					AK	AL	AL	AR	Ca	CA	CA	CA		
78		3	2	4	6		29.61	0.00	16.97	25.39	23.33	0.85	16.97	16.97	19.96				
79	Off-site drilling areas are available to and used by the Center.	1	1	1	1	5	5.44	0	1	1	0	0	1	1	0				
80	The Center supports >=100 SELRES.	1	0	1	1	10	9.36	0	1	1	1	0	1	1	1				
81	The Center supports 4 or more units not assigned.	0	1	0	1	2	0.85	0	0	0	0	1	0	0	0				
82	Is the ratio of SELRES on board to full time support staff 10:1 or greater?	0	0	0	1	8	2.18	0	1	1	1	0	1	1	1				
83	The SELRES waiting list is >= 10% of SELRES supported.	0	0	1	1	7	3.37	0	0	0	1	0	0	0	0				
84	Was aggregate SELRES manning >= 90% in FY 1993	1	0	1	1	9	8.42	0	0	1	1	0	0	0	1				
85		4	1	5	4	0	28.72	28.72	19.36	6.26	28.72	11.23	6.13	11.88	11.88				
86	More than 50% of those assigned travel 50 miles or less.	1	0	1	1	6	5.61	1	1	0	1	0	1	1	1				
87	No Navy/Marine Corps Reserve Cmd/Cntrs within 100 mi.	1	0	1	1	8	7.48	1	1	0	1	1	0	0	0				
88	This is the only Navy/Marine Corps RESCEN in the State.	1	0	1	1	10	9.36	1	0	0	1	0	0	0	0				
89	Center's location enhances unit mobilization.	0	1	1	0	7	2.52	1	1	1	1	0	1	1	1				
90	More than 50% of the major transportation nodes are within 25 miles of the Center.	1	0	1	1	4	3.74	1	1	1	1	1	0	1	1				
91		3	3	1	6	0	19.96	8.00	12.03	9.91	15.21	10.84	15.00	13.09	13.09				
92	The Center has particular demographics that enhance recruitment.	1	0	0	1	7	5.09	0	0	0	1	0	1	1	1				
93	Are new military missions planned for this Center?	0	1	1	0	2	0.72	0	0	0	0	1	0	0	0				
94	The Center participates in non-military, local assistance programs.	0	0	0	1	7	1.91	0	1	1	0	0	1	0	0				
95	The Center has unique equipment too expensive to move?	0	1	0	1	5	2.12	0	0	0	0	0	0	0	0				
96	Less than 15% of scheduled drills were cancelled because of weather.	1	0	0	1	1	0.73	1	1	1	1	1	1	1	1				
97	The Center has other unique features.	0	1	0	1	5	2.12	0	1	0	1	1	0	0	0				
98	The Center is proximate to a military activity that supports the Center's QOL.	1	0	0	1	10	7.27	1	1	1	1	1	1	1	1				
99		3	8	6	1	0	21.71	9.59	10.86	14.67	6.86	10.60	3.60	11.44	7.22				
100	>= 90% of the space at the RESCEN is adequate.	0	1	0	1	6	2.55	1	1	1	1	1	0	0	1				
101	The Center has special facilities not available within 100 mi.	1	1	0	0	6	3.64	0	1	1	0	1	0	0	0				
102	The Center has access to other training buildings.	0	1	1	0	4	1.44	0	1	1	0	0	1	1	1				
103	Is airspace utilized by the Center's units?	1	1	1	0	6	4.89	0	0	0	0	0	0	0	0				
104	Do the Center's units utilize an airfield?	1	1	1	0	6	4.89	1	0	1	0	0	0	0	0				
105	Does the RESCEN have 10k square feet or more?	0	1	1	0	6	2.16	1	1	1	1	1	1	0	1				
106	The Center has the operational infrastructure to expand.	0	1	1	0	3	1.08	0	0	0	1	1	0	0	1				
107	The Center has additional land for expansion.	0	1	1	0	3	1.08	0	1	0	1	1	0	0	0				
108								100.00											
109		23	26	28	28							46.31	59.22	56.23	74.12	33.42	43.70	43.38	52.15

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Marine Corps Reserve Center Military Value Matrix

QUESTIONS	M.V. Criteria/Weights				MV SCORE	MV Weight	AB AC AD AE AF AG AH AI									
	R	F	M	C			Pico Rivera CA	Port Huene CA	San Rafael CA	Tampa FL	Marietta GA	Rome GA	Waterloo IA	Chicago IL		
Off-site drilling areas are available to and used by the Center.	3	2	4	6		29.61	26.24	25.39	23.21	26.24	41.79	19.86	41.79	25.18		
The Center supports >=100 SELRES.	1	1	1	1	5	5.44	1	1	1	1	1	0	1	1		
The Center supports 4 or more units not assigned.	1	0	1	1	10	9.36	1	1	1	1	1	0	1	1		
Is the ratio of SELRES on board to full time support staff 10:1 or greater?	0	0	0	1	2	0.85	1	0	0	1	0	0	0	0		
The SELRES waiting list is >= 10% of SELRES supported.	0	0	1	1	8	2.18	1	1	0	1	0	1	1	0		
Was aggregate SELRES manning >= 90% in FY 1993	1	0	1	1	7	3.37	0	0	0	0	0	0	0	0		
More than 50% of those assigned travel 50 miles or less.	4	1	5	14	0	28.72	11.88	13.75	2.52	9.36	11.08	10.00	6.29	11.88		
No Navy/Marine Corps Reserve Cmd/Cntrs within 100 mi.	1	0	1	1	6	5.61	1	0	0	1	1	0	0	1		
This is the only Navy/Marine Corps RESCEN in the State.	1	0	1	1	8	7.48	0	1	0	0	0	0	0	0		
Center's location enhances unit mobilization.	0	1	1	0	10	9.36	0	0	0	0	0	0	0	0		
More than 50% of the major transportation nodes are within 25 miles of the Center	3	3	1	16	0	19.96	15.00	15.00	13.09	15.00	5.82	0.78	7.31	15.72		
The Center has particular demographics that enhance recruitment.	1	0	0	1	7	5.09	1	1	1	1	1	0	1	1		
Are new military missions planned for this Center?	0	0	1	1	2	0.72	0	0	0	0	0	0	0	1		
The Center participates in non-military, local assistance programs.	0	0	0	1	7	1.91	1	1	0	1	0	0	0	1		
The Center has unique equipment too expensive to move?	0	1	0	1	5	2.12	0	0	0	0	0	0	0	0		
Less than 15% of scheduled drills were cancelled because of weather.	1	0	0	1	1	0.73	1	1	1	1	1	1	1	1		
The Center has other unique features.	0	1	0	1	5	2.12	0	0	0	0	0	0	0	0		
The Center is proximate to a military activity that supports the Center's QOL.	1	0	0	1	10	7.27	1	1	1	1	0	0	0	0		
>= 90% of the space at the RESCEN is adequate.	3	8	6	1	0	21.71	5.78	19.55	4.70	18.84	8.34	5.78	8.34	4.70		
The Center has special facilities not available within 100 mi.	0	1	0	1	6	2.55	1	1	1	1	1	1	1	1		
The Center has access to other training buildings.	1	1	0	0	6	3.64	0	1	0	1	1	0	0	1		
Is airspace utilized by the Center's units?	0	1	1	0	4	1.44	0	1	0	0	0	0	0	0		
Do the Center's units utilize an airfield?	1	1	1	0	6	4.89	0	1	0	0	0	0	0	0		
Does the RESCEN have 10k square feet or more?	0	1	1	0	6	4.89	0	1	0	0	0	0	0	0		
The Center has the operational infrastructure to expand	0	1	1	0	3	1.08	1	0	0	1	1	1	1	1		
The Center has additional land for expansion.	0	1	1	0	3	1.08	0	0	0	0	0	0	0	0		
						100.00										
	23	26	28	28			58.90	73.69	43.53	58.94	40.83	26.47	37.12	57.69		

MATRIX		J	K	L	M	R	S	AJ	AK	AL	AM	AN	AO	AP	AQ	AR
73	<b>Marine Corps Reserve Center Military Value Matrix</b>															
74		M.V. Criteria/Weights														
75	QUESTIONS	R	F	M	C	MV	MV									
76		40	10	20	30	SCORE	Weight	Joliet IL	Evansville IN	Waukegan IL	Fort Knox KY	Lexington KY	Broussard LA	Camp Edw MA	Chicopee MA	Baltimore MD
77		3	2	4	6	29.61	19.96	25.39	23.33	20.34	25.39	16.04	17.82	24.06	25.39	
78		1	1	1	1	5	5.44	0	1	0	1	1	1	1	1	1
79	Off-site drilling areas are available to and used by the Center.	1	0	1	1	10	9.36	1	1	1	1	1	0	1	1	1
80	The Center supports >=100 SELRES.	0	1	0	1	2	0.85	0	0	0	0	0	0	1	1	0
81	The Center supports 4 or more units not assigned.	0	0	0	1	8	2.18	1	1	1	1	1	1	1	0	1
82	Is the ratio of SELRES on board to full time support staff 10:1 or greater?	0	0	1	1	7	3.37	0	0	1	1	0	0	0	0	0
83	The SELRES waiting list is >= 10% of SELRES supported.	1	0	1	1	9	8.42	1	1	1	0	1	1	0	1	1
84	Was aggregate SELRES manning >= 90% in FY 1993	4	1	5	4	0	28.72	8.13	11.23	8.13	2.52	8.13	11.88	2.52	2.52	11.88
85		1	0	1	1	6	5.61	1	0	1	0	1	1	0	0	1
86	More than 50% of those assigned travel 50 miles or less.	1	0	1	1	8	7.48	0	1	0	0	0	0	0	0	0
87	No Navy/Marine Corps Reserve Cmd/Cntrs within 100 mi.	1	0	1	1	10	9.36	0	0	0	0	0	0	0	0	0
88	This is the only Navy/Marine Corps RESCEN in the State.	0	1	1	0	7	2.52	1	0	1	1	1	1	1	1	1
89	Center's location enhances unit mobilization.	1	0	1	1	4	3.74	0	1	0	0	0	1	0	0	1
90	More than 50% of the major transportation nodes are within 25 miles of the Center.	3	3	1	6	0	19.96	13.09	5.82	13.09	8.00	2.64	5.82	9.91	0.73	9.91
91		1	0	0	1	7	5.09	1	1	1	0	0	1	0	0	0
92	The Center has particular demographics that enhance recruitment.	0	1	1	0	2	0.72	0	0	0	0	0	0	0	0	0
93	Are new military missions planned for this Center?	0	0	0	1	7	1.91	0	0	0	0	1	0	1	0	1
94	The Center participates in non-military, local assistance programs.	0	1	0	1	5	2.12	0	0	0	0	0	0	0	0	0
95	The Center has unique equipment too expensive to move?	1	0	0	1	1	0.73	1	1	1	1	1	1	1	1	1
96	Less than 15% of scheduled drills were cancelled because of weather.	0	1	0	1	5	2.12	0	0	0	0	0	0	0	0	0
97	The Center has other unique features.	1	0	0	1	10	7.27	1	0	1	1	0	0	1	0	1
98	The Center is proximate to a military activity that supports the Center's QOL.	3	8	6	1	0	21.71	4.70	3.98	3.60	13.59	2.55	6.14	4.68	3.98	7.22
99		0	1	0	1	6	2.55	1	1	0	1	1	1	0	1	1
100	>= 90% of the space at the RESCEN is adequate.	1	1	0	0	6	3.64	0	0	0	1	0	0	0	0	0
101	The Center has special facilities not available within 100 mi.	0	1	1	0	4	1.44	0	1	1	1	0	1	1	1	1
102	The Center has access to other training buildings.	1	1	1	0	6	4.89	0	0	0	0	0	0	0	0	0
103	Is airspace utilized by the Center's units?	1	1	1	0	6	4.89	0	0	0	1	0	0	0	0	0
104	Do the Center's units utilize an airfield?	0	1	1	0	6	2.16	1	0	1	0	0	1	1	0	1
105	Does the RESCEN have 10k square feet or more?	0	1	1	0	3	1.08	0	0	0	1	0	0	0	0	0
106	The Center has the operational infrastructure to expand.	0	1	1	0	3	1.08	0	0	0	0	0	0	0	0	0
107	The Center has additional land for expansion.															
108							100.00									
109		23	26	28	28			45.89	46.42	48.15	44.45	38.71	39.88	34.93	31.29	54.40

## Marine Corps Reserve Center Military Value Matrix

QUESTIONS	M.V. Criteria/Weights										R									
	R	F	M	C	MV	MV	Weight	MD	ME	MI	MO	MO	MS	NC	NC	NC	NC	NC	NC	NC
	40	10	20	30	SCORE	Weight														
Off-site drilling areas are available to and used by the Center.	3	2	4	6	29.61	25.39	16.97	26.24	17.82	11.54	25.39	11.54	25.39	11.54	25.39	11.54	25.39	11.54	25.39	11.54
The Center supports >=100 SELRES.	1	1	1	1	5	5.44	1	1	1	1	1	1	1	1	1	1	1	1	1	1
The Center supports 4 or more units not assigned.	1	0	1	1	10	9.36	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Is the ratio of SELRES on board to full time support staff 10:1 or greater?	0	1	0	1	2	0.85	0	0	0	1	1	1	1	1	1	1	1	1	1	1
The SELRES waiting list is >= 10% of SELRES supported.	0	0	0	1	8	2.18	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Was aggregate SELRES manning >= 90% in FY 1993	1	0	1	1	9	8.42	1	0	0	1	0	0	0	0	0	0	0	0	0	0
More than 50% of those assigned travel 50 miles or less.	4	1	5	4	28.72	8.13	8.13	19.38	11.88	19.38	11.88	19.38	11.88	19.38	11.88	19.38	11.88	19.38	11.88	19.38
No Navy/Marine Corps Reserve Cnd/Ctr's within 100 mi.	1	0	1	1	8	7.48	0	0	0	1	0	0	0	0	0	0	0	0	0	0
This is the only Navy/Marine Corps RESCEN in the State.	1	0	1	1	10	9.36	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Center's location enhances unit mobilization.	0	1	1	0	7	2.52	1	1	1	1	1	1	1	1	1	1	1	1	1	1
More than 50% of the major transportation nodes are within 25 miles of the Center.	1	0	1	1	4	3.74	0	0	0	1	1	1	1	1	1	1	1	1	1	1
The Center has particular demographics that enhance recruitment.	3	3	1	6	19.86	15.21	10.12	17.12	15.00	6.54	5.82	13.81	2.85	9.91	1	1	1	1	1	1
Are new military missions planned for this Center?	0	1	1	0	2	0.72	0	0	0	0	0	0	0	0	0	0	0	0	0	0
The Center participates in non-military, local assistance programs.	0	0	0	1	7	1.91	0	0	0	1	1	0	0	0	0	0	0	0	0	0
The Center has unique equipment too expensive to move?	0	1	0	1	5	2.12	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Less than 15% of scheduled drills were cancelled because of weather.	1	0	0	1	1	0.73	1	1	1	1	1	1	1	1	1	1	1	1	1	1
The Center has other unique features.	0	1	0	1	5	2.12	1	1	1	1	1	1	1	1	1	1	1	1	1	1
The Center is proximate to a military activity that supports the Center's QOL.	1	0	0	1	10	7.27	1	1	1	1	1	1	1	1	1	1	1	1	1	1
>= 90% of the space at the RESCEN is adequate.	3	8	6	1	0	21.71	8.70	5.80	8.13	10.86	7.22	6.14	13.14	6.86	10.86	1	1	1	1	1
The Center has special facilities not available within 100 mi.	1	1	0	0	6	2.55	1	0	0	0	1	1	1	1	1	1	1	1	1	1
The Center has access to other training buildings.	0	1	1	0	4	1.44	1	0	0	0	1	0	0	0	0	0	0	0	0	0
Is airspace utilized by the Center's units?	1	1	1	0	6	4.89	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Do the Center's units utilize an airfield?	1	1	1	0	6	4.89	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Does the RESCEN have 10k square feet or more?	0	1	1	0	6	2.16	0	1	1	1	1	1	1	1	1	1	1	1	1	1
The Center has the operational infrastructure to expand.	0	1	1	0	3	1.08	0	0	0	1	1	1	1	1	1	1	1	1	1	1
The Center has additional land for expansion.	0	1	1	0	3	1.08	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	23	26	28	28		100.00	57.44	41.02	70.85	55.56	44.66	60.46	50.83	32.95	42.00					

**MATRIX**  
**Marine Corps Reserve Center Military Value Matrix**

	J	K	L	M	R	S	BB	BC	BD	BE	BF	BG	BH	BI	BJ
QUESTIONS	R	F	M	C	MV	MV									
	40	10	20	30	SCORE	Weight	Dover NJ	Albuquerque NM	Las Vegas NV	Albany NY	Amityville NY	Brooklyn NY	Garden City NY	Syracuse NY	Brookpark OH
Off-site drilling areas are available to and used by the Center.	1	1	1	1	5	5.44	16.97	26.24	25.39	16.87	16.97	25.38	26.13	23.21	25.39
The Center supports >=100 SELRES	1	1	1	1	10	9.36	1	1	1	1	1	1	1	1	1
The Center supports 4 or more units not assigned.	0	1	0	1	2	0.85	0	1	0	0	0	0	0	0	0
Is the ratio of SELRES on board to full time support staff 10.1 or greater?	0	0	0	1	8	2.18	1	1	1	1	1	1	1	0	1
The SELRES waiting list is >= 10% of SELRES supported.	0	0	1	1	7	3.37	0	0	0	0	0	0	0	0	0
Was aggregate SELRES manning >= 90% in FY 1993	1	0	1	1	9	8.42	0	1	1	0	0	1	1	1	1
More than 50% of those assigned travel 50 miles or less.	4	1	5	4	0	28.72	5.61	28.72	19.36	11.88	6.13	11.88	28.13	19.36	11.88
No Navy/Marine Corps Reserve Cmd/Cntrs within 100 mi.	1	0	1	1	6	5.61	1	1	1	1	1	1	1	1	1
This is the only Navy/Marine Corps RESCEN in the State.	1	0	1	1	8	7.48	0	1	1	0	0	0	0	0	0
Center's location enhances unit mobilization.	0	1	1	0	7	2.52	0	1	1	1	1	1	1	1	1
More than 50% of the major transportation nodes are within 25 miles of the Center.	1	0	1	1	4	3.74	0	1	1	1	0	1	0	1	1
The Center has particular demographics that enhance recruitment.	3	3	1	6	0	19.98	13.09	15.21	8.00	5.82	15.00	22.36	15.00	13.09	07.73
Are new military missions planned for this Center?	1	0	0	1	7	5.09	1	1	0	0	1	1	1	1	0
The Center participates in non-military, local assistance programs.	0	0	0	1	7	1.91	0	0	0	0	0	0	1	0	0
The Center has unique equipment too expensive to move?	0	1	0	1	5	2.12	0	0	0	0	0	0	0	0	0
Less than 15% of scheduled drills were cancelled because of weather.	1	0	0	1	1	0.73	1	1	1	1	1	0	1	1	1
The Center has other unique features.	0	1	0	1	5	2.12	0	1	0	0	0	0	0	0	0
The Center is proximate to a military activity that supports the Center's OOL.	1	0	0	1	10	7.27	1	1	1	0	1	1	1	1	0
>= 90% of the space at the RESCEN is adequate.	3	8	6	1	0	21.71	6.14	14.70	5.78	6.14	6.14	6.14	6.14	4.68	05.03
The Center has special facilities not available within 100 mi.	0	1	0	1	6	2.55	1	1	1	1	1	1	1	0	1
The Center has access to other training buildings.	1	1	0	0	6	3.64	0	0	0	0	0	0	0	0	1
Is airspace utilized by the Center's units?	0	1	1	0	4	1.44	1	0	0	1	1	1	0	1	0
Do the Center's units utilize an airfield?	1	1	1	0	6	4.89	0	0	0	0	0	0	0	0	0
Does the RESCEN have 10k square feet or more?	1	1	1	0	6	4.89	0	0	0	0	0	0	0	0	0
The Center has the operational infrastructure to expand.	0	1	1	0	6	2.16	1	1	1	1	1	1	1	1	1
The Center has additional land for expansion.	0	1	1	0	3	1.08	0	0	0	0	0	0	0	0	1
	23	26	28	28		100.00	41.82	74.88	58.54	40.81	46.25	55.78	51.77	60.34	48.50

MATRIX	J	K	L	M	R	S	BK	BL	BM	BN	BO	BP	BQ	BR	BS	
73	Marine Corps Reserve Center Military Value Matrix															
74	M.V. Criteria/Weights															
75	QUESTIONS	R	F	M	C	MV	MV									
76		40	10	20	30	SCORE	Weight	Oklahoma	Broken Arr	Connellsvill	Harrisburg	Philadelphi	San Juan	Charleston	Eastover	Johnson Ci
77								OK	OK	PA	PA	PA	PR	SC	SC	TN
78		3	2	4	6		29.61	26.24	25.39	16.04	28.76	24.06	12.39	19.96	26.58	26.24
79	Off-site drilling areas are available to and used by the Center.	1	1	1	1	5	5.44	1	1	1	1	1	0	0	1	1
80	The Center supports >= 100 SELRES.	1	0	1	1	10	9.36	1	1	0	1	1	1	1	1	1
81	The Center supports 4 or more units not assigned.	0	1	0	1	2	0.85	1	0	0	0	1	1	0	0	1
82	Is the ratio of SELRES on board to full time support staff 10:1 or greater?	0	0	0	1	8	2.18	1	1	1	1	0	1	1	0	1
83	The SELRES waiting list is >= 10% of SELRES supported.	0	0	1	1	7	3.37	0	0	0	1	0	0	0	1	0
84	Was aggregate SELRES manning >= 90% in FY 1993	1	0	1	1	9	8.42	1	1	1	1	1	0	1	1	1
85		4	1	5	4	0	28.72	19.36	11.23	13.10	11.88	11.88	19.36	19.96	18.13	25.52
86	More than 50% of those assigned travel 50 miles or less.	1	0	1	1	6	5.61	1	0	1	1	1	0	1	1	0
87	No Navy/Marine Corps Reserve Cmd/Cntrs within 100 mi.	1	0	1	1	8	7.48	1	1	1	0	0	1	0	0	0
88	This is the only Navy/Marine Corps RESCEN in the State.	1	0	1	1	10	9.36	0	0	0	0	0	1	0	0	0
89	Center's location enhances unit mobilization.	0	1	1	0	7	2.52	1	0	0	1	1	1	0	1	1
90	More than 50% of the major transportation nodes are within 25 miles of the Center.	1	0	1	1	4	3.74	1	1	0	1	1	0	1	0	0
91		3	3	1	6	0	19.96	13.09	7.73	2.64	0.73	1.45	9.91	15.00	18.00	13.81
92	The Center has particular demographics that enhance recruitment.	1	0	0	1	7	5.09	1	1	0	0	0	0	1	0	1
93	Are new military missions planned for this Center?.	0	1	1	0	2	0.72	0	0	0	0	1	0	0	0	1
94	The Center participates in non-military, local assistance programs.	0	0	0	1	7	1.91	0	1	1	0	0	1	1	0	0
95	The Center has unique equipment too expensive to move?	0	1	0	1	5	2.12	0	0	0	0	0	0	0	0	0
96	Less than 15% of scheduled drills were cancelled because of weather.	1	0	0	1	1	0.73	1	1	1	1	1	1	1	1	1
97	The Center has other unique features.	0	1	0	1	5	2.12	0	0	0	0	0	0	0	0	0
98	The Center is proximate to a military activity that supports the Center's QOL.	1	0	0	1	10	7.27	1	0	0	0	0	1	1	1	1
99		3	8	6	1	0	21.71	9.78	6.14	6.14	6.14	11.03	8.30	14.31	17.22	10.86
100	>= 90% of the space at the RESCEN is adequate.	0	1	0	1	6	2.55	1	1	1	1	1	1	1	1	1
101	The Center has special facilities not available within 100 mi.	1	1	0	0	6	3.64	1	0	0	0	0	0	1	0	1
102	The Center has access to other training buildings.	0	1	1	0	4	1.44	1	1	1	1	1	1	0	1	1
103	Is airspace utilized by the Center's units?	1	1	1	0	6	4.89	0	0	0	0	0	0	0	0	0
104	Do the Center's units utilize an airfield?	1	1	1	0	6	4.89	0	0	0	0	1	0	1	0	0
105	Does the RESCEN have 10k square feet or more?	0	1	1	0	6	2.16	1	1	1	1	1	1	1	1	1
106	The Center has the operational infrastructure to expand.	0	1	1	0	3	1.08	0	0	0	0	0	1	0	1	1
107	The Center has additional land for expansion.	0	1	1	0	3	1.08	0	0	0	0	0	1	1	0	0
108							100.00									
109		23	26	28	28			68.47	50.49	37.92	47.51	48.41	49.96	58.62	49.94	53.43

# Marine Corps Reserve Center Military Value Matrix

QUESTIONS										MV Criteria/Weights									
	R	F	M	C	MV	MV	MV Criteria/Weights												
	40	10	20	30	SCORE	Weight	Memphis TN	Nashville TN	Austin TX	Fort Worth TX	Galveston TX	Texas/Kana TX	Tooele UT	Lynchburg VA	Newport N VA				
73	3	2	4	6		29.61	16.97	25.39	25.39	7.78	26.58	5.44	8.16	28.76	14.79				
74	1	1	1	1	5	5.44	1	1	1	0	1	1	1	1	1				
75	1	0	1	1	10	9.36	1	1	1	1	1	0	1	1	1				
76	0	1	0	1	2	0.85	0	0	0	0	0	0	0	0	0				
77	0	0	0	1	8	2.18	1	1	1	0	0	0	0	1	0				
78	0	0	1	1	7	3.37	0	0	0	0	1	0	1	0	0				
79	1	0	1	1	9	8.42	0	1	1	1	1	0	0	1	0				
80	1	0	1	1	6	5.61	0	1	1	1	0	0	0	0	1				
81	1	0	1	1	8	7.48	0	0	0	0	0	0	0	0	0				
82	1	0	1	1	10	9.36	0	0	0	0	0	0	1	0	0				
83	0	1	1	0	7	2.52	1	0	1	1	1	0	1	0	1				
84	1	0	1	1	4	3.74	1	1	1	0	1	1	0	0	1				
85	4	3	5	4	0	28.72	6.26	9.36	11.88	8.13	6.28	5.74	11.88	20.00	11.88				
86	1	0	1	1	6	5.61	0	1	1	1	0	0	0	0	1				
87	1	0	1	1	8	7.48	0	0	0	0	0	0	0	0	0				
88	1	0	1	1	10	9.36	0	0	0	0	0	0	1	0	0				
89	0	1	1	0	7	2.52	1	0	1	1	1	0	1	0	1				
90	1	0	1	1	4	3.74	1	1	1	0	1	1	0	0	1				
91	3	3	1	6	0	19.96	13.09	8.00	5.82	13.09	2.64	9.91	8.00	2.64	13.09				
92	1	0	0	1	7	5.09	1	0	1	1	0	0	0	0	1				
93	0	1	1	0	2	0.72	0	0	0	0	0	0	0	0	0				
94	0	0	0	1	7	1.91	0	0	0	0	1	1	0	1	0				
95	0	1	0	1	5	2.12	0	0	0	0	0	0	0	0	0				
96	1	0	0	1	1	0.73	1	1	1	1	1	1	1	1	1				
97	0	1	0	1	5	2.12	0	0	0	0	0	0	0	0	0				
98	1	0	0	1	10	7.27	1	1	0	1	0	1	1	0	1				
99	3	8	6	1	0	21.71	15.75	3.63	7.22	7.22	4.32	8.34	15.57	10.86	4.70				
100	0	1	0	1	6	2.55	1	1	1	1	0	1	0	1	1				
101	1	1	0	0	6	3.64	1	0	0	0	0	1	1	1	0				
102	0	1	1	0	4	1.44	1	0	1	1	0	0	0	1	0				
103	1	1	1	0	6	4.89	0	0	0	0	0	0	1	0	0				
104	1	1	1	0	6	4.89	1	0	0	0	0	0	1	0	0				
105	0	1	1	0	6	2.16	1	0	1	1	1	1	1	1	1				
106	0	1	1	0	3	1.08	1	1	1	1	1	0	0	0	0				
107	0	1	1	0	3	1.08	0	0	0	0	1	0	0	1	0				
108						100.00													
109	23	26	28	28		52.07	46.38	50.31	46.22	39.80	27.43	53.60	42.26	44.46					

MATRIX		J	K	L	M	R	S	CC	CD	CE	CF
73	Marine Corps Reserve Center Military Value Matrix										
74		M.V. Criteria/Weights									
75	QUESTIONS	R	F	M	C	MV	MV				
76		40	10	20	30	SCORE	Weight	Quantico	Seattle	Yakima	Charleston
77								VA	WA	WA	WV
78		3	2	4	6		29.61	25.39	23.21	26.58	23.33
79	Off-site drilling areas are available to and used by the Center.	1	1	1	1	5	5.44	1	1	1	0
80	The Center supports >= 100 SELRES.	1	0	1	1	10	9.36	1	1	1	1
81	The Center supports 4 or more units not assigned.	0	1	0	1	2	0.85	0	0	0	0
82	Is the ratio of SELRES on board to full time support staff 10:1 or greater?	0	0	0	1	8	2.18	1	0	0	1
83	The SELRES waiting list is >= 10% of SELRES supported.	0	0	1	1	7	3.37	0	0	1	1
84	Was aggregate SELRES manning >= 90% in FY 1993	1	0	1	1	9	8.42	1	1	1	1
85		4	1	5	4	0	28.72	2.52	5.61	3.74	21.23
86	More than 50% of those assigned travel 50 miles or less.	1	0	1	1	6	5.61	0	1	0	1
87	No Navy/Marine Corps Reserve Cmd/Cntrs within 100 mi.	1	0	1	1	8	7.48	0	0	0	0
88	This is the only Navy/Marine Corps RESCEN in the State.	1	0	1	1	10	9.36	0	0	0	1
89	Center's location enhances unit mobilization.	0	1	1	0	7	2.52	1	0	0	1
90	More than 50% of the major transportation nodes are within 25 miles of the Center.	1	0	1	1	4	3.74	0	0	1	1
91		3	3	1	6	0	19.98	15.00	9.91	2.64	5.82
92	The Center has particular demographics that enhance recruitment.	1	0	0	1	7	5.09	1	0	0	1
93	Are new military missions planned for this Center?	0	1	1	0	2	0.72	0	0	0	0
94	The Center participates in non-military, local assistance programs.	0	0	0	1	7	1.91	1	1	1	0
95	The Center has unique equipment too expensive to move?	0	1	0	1	5	2.12	0	0	0	0
96	Less than 15% of scheduled drills were cancelled because of weather.	1	0	0	1	1	0.73	1	1	1	1
97	The Center has other unique features.	0	1	0	1	5	2.12	0	0	0	0
98	The Center is proximate to a military activity that supports the Center's QOL.	1	0	0	1	10	7.27	1	1	0	0
99		3	8	6	1	0	21.74	3.24	9.59	8.34	6.14
100	>= 90% of the space at the RESCEN is adequate.	0	1	0	1	6	2.55	0	1	1	1
101	The Center has special facilities not available within 100 mi.	1	1	0	0	6	3.64	0	0	1	0
102	The Center has access to other training buildings.	0	1	1	0	4	1.44	0	0	0	1
103	Is airspace utilized by the Center's units?	1	1	1	0	6	4.89	0	0	0	0
104	Do the Center's units utilize an airfield?	1	1	1	0	6	4.89	0	1	0	0
105	Does the RESCEN have 10k square feet or more?	0	1	1	0	6	2.16	1	1	1	1
106	The Center has the operational infrastructure to expand.	0	1	1	0	3	1.08	0	0	0	0
107	The Center has additional land for expansion.	0	1	1	0	3	1.08	1	0	0	0
108							100.00				
109		23	26	28	28			46.15	48.33	41.30	56.52



17 November 1994

NAS/MCAS -- clarifications to MV matrix

Line 88 (1.24) -- at least 1 runway you control which has CLZ lighting

Jacksonville now a 0 because OLF Whitehouse was the runway that previously gave them credit and they don't control that runway so lost 1.24

Line 108 (0.58) -- significant deployable aviation support or surface units are supported here

Brunswick now a 1 because of SUPSHIPS support of pre-com/overhaul units so gains 0.58

ENC(7), 18 NOV 94

NAS/IMCAS Military Value Responses (1's & 0's) — incorporates 11/17/94 clarifications

CALCS		D	F	G																							
				P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	
1				NAVE#NA																							

8.43

9.77

8.54

11.49

3.23

6.40

7.74

11.13

7.97

9.61

9.17

8.72

8.80

9.42

7.28

9.65

8.45

5.99

12.43

0.43

0.27

0.93

0.93

1.89



NAS/MCAS Military Value Responses (1's & 0's) – incorporates 11/17/94 clarifications

CALCS		D	F	G																							
1																											
2																											
3	DC #	O #	Matrix Question	Weight	INORF	JAX	OCEAN	MAYPI	KEY	ROSYF	BRUN	CHPT	KBAY	YUMA	BEAUF	NWRV	PEND	MIRAM	NISL	WHDIS	LEMO	FALN	LCNTR	ADAK	Mean		
64	16	1a	Does the air station manager (schedule and control) an outlying landing field?	1.24	0	0	1	0	0	0	0	0	1	0	1	0	1	0	0	1	1	0	0	0	0		
65	16	24	Is average MRP more than 1.7% of CPV over the past 7 years (88-94)	0.50	0	0	1	1	0	1	1	0	0	1	0	0	1	0	0	0	0	0	0	1	0		
66	38	19	Capital Improvements from 88-94 exceeded 48M \$	0.25	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	1	1	0	0	0	1		
67	38	19	Capital Improvements from 88-94 exceeded 101M \$	0.50	0	0	0	0	0	1	0	1	0	1	0	0	0	0	0	0	0	0	1	0	0		
68	38	20a	Planned non-BRAC capital improvements from 94-97 < 10% of CPV	0.50	1	1	1	1	1	1	1	1	1	1	0	1	1	1	1	0	0	1	1	0	1		
69	38	22	Do current administrative support facilities provide capability for future expansion?	0.07	0	0	1	0	1	0	1	0	1	0	1	0	1	1	0	0	1	1	0	1	1		
70	16	23a	Does available PW, gas, electric and sewer supply exceed peak demand?	0.50	0	1	1	1	1	0	1	1	1	1	1	1	1	1	1	0	1	0	1	1	0		
71	67	ENCL	Area cost factor is less than 0.9	0.42	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0		
72	67	ENCL	Area cost factor is between 0.9 and 1.0	0.25	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
73	16	2j	Can this air station operate 24 hours a day?	0.67	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
74	38	16	Runway, taxiway and ramp weight-bearing capacity accommodates all DON aircraft?	1.42	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
75	38	16	Runway, taxiway and ramp weight-bearing capacity accommodates all MAC aircraft?	1.08	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
76	16	17	Hangar Capacity at this air station is at least 14 modules?	1.24	0	1	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0		
77	16	17	Hangar Capacity at this air station is at least 23 modules?	1.78	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1	0	1	0	0		
78	16	17a	Less than 10% of the hangar/maintenance facilities are in inadequate condition?	0.58	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
79	16	20a	Less than 10% of the fuel storage facilities are in inadequate condition?	0.58	0	1	0	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
80	16	14	The air station has more than one NAVAID used by USN/USMC aircraft?	0.18	0	1	0	0	1	0	0	1	1	1	1	0	1	1	1	0	1	1	0	1	1		
81	38	17d	The air station has parallel or dual offset runways.	1.60	0	0	1	0	0	0	1	1	0	1	0	0	0	0	1	0	0	1	1	0	0		
82	38	17	The air station's parallel or dual offset runways permit dual IFR flight operations	0.80	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0		
83	38	17e	The air station has full-length taxiways?	1.78	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
84	16	1a	The air station has one runway at least 8000 feet long	1.78	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
85	38	17g	The air station has a crosswind runway?	0.93	0	1	1	0	1	0	0	1	0	1	1	1	1	1	1	1	1	0	1	1	1		
86	16	25b	The BEO has space for 40% of enlisted population	0.42	0	0	0	0	0	1	1	0	1	1	1	1	1	1	1	0	0	1	1	1	1		
87	16	21d	Use of off base storage at this air station is not required?	0.08	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
88	16	2c	There is at least 1 runway you control which has CLZ lighting (FCLP)?	1.24	1	0	1	0	1	1	0	1	0	1	0	0	1	0	0	1	1	1	0	1	0		
89	Military/General and Support Missions																										
90	38	10a	Does air station or tenants have any non-DOD support missions?	4.21	1.23	3.33	3.43	1.27	2.78	2.87	2.11	3.66	3.80	2.31	1.79	2.84	2.84	3.07	3.03	1.47	1.27	0.61	1.04	1.18	2.30		
91	38	30a	Are military surveillance operations conducted from the air station?	0.08	1	1	1	1	1	1	1	1	0	1	1	0	0	0	1	1	1	1	1	0	0		
92	38	3a	Are military surveillance operations conducted from the air station?	0.15	0	1	1	1	0	1	1	1	0	0	0	0	0	0	0	1	1	0	0	0	0		
93	16	8	Are station directly supports area control/surveillance mission (e.g., FACS/FAC)?	0.15	0	1	1	1	1	1	1	1	1	0	1	1	0	0	1	1	1	1	1	0	0		
	16	8	Are station is home station to other DOD components?	0.57	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0		

NAS/MCAS Military Value Responses (1's & 0's) – incorporates 11/17/94 clarifications

CALCS	D	F	G	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL
1					NAVE	NAVE	NAVE	NAVE	NAVE	NAVE	NAVE	USMC	USMC	USMC	USMC	USMC	USMC	USMC	NAVW	NAVW	NAVW	NAVW	NAVW	NAVW	NAVWEST	
2					1	2	3	4	5	6	7	8	10	11	12	13	14	15	16	17	18	19	20	21		
3	DC #	Q #	Matrix Question	Weight	NORF	JAX	OCEAN	MAYPT	KEY	ROSYF	BRUN	CHPT	KBAY	YUMA	BEAUF	NWRV	PEND	MIRAM	NISL	WHDIS	LEMO	FALN	LCNTR	ADAK	Mean	
94	38	28	Air station or tenants have significant agreements to support other DoD, gov't or civilian a	0.11	1	1	1	1	1	1	1	1	1	1	0	0	0	1	1	1	0	0	0	1		
95	38	9a	Does the air station provide aircraft SAR support to the civilian community?	0.11	1	1	1	0	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	0		
96	38	53	Do active duty personnel have reasonable access to medical/dental care?	0.87	0	1	1	0	0	1	0	1	1	0	1	1	1	1	0	0	0	0	0	1		
97	1	1	Is the air station's location of strategic military value?	0.21	0	0	0	0	1	1	1	0	1	0	0	0	0	0	0	1	0	0	0	1		
98	38	31a	Another military airport with 8000 feet of usable runway is within 100 miles?	0.67	1	1	1	1	1	0	0	1	1	1	1	1	1	1	1	1	1	0	1	0		
99			Does the air station or tenants have National Command Authority missions or NATO des	0.11	0	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0		
100	1	38	12.7a Are ground combat and/or special operation forces located in the area?	0.93	0	1	1	0	1	1	1	1	1	1	0	1	1	1	1	0	0	0	0	0		
101	38	7a	Do ground combat and/or special operation forces train at this air station?	0.27	1	1	1	1	1	1	1	1	1	1	0	1	1	1	1	0	1	1	1	0		
102			Baseloading	3.31	1.42	1.53	2.78	0.82	0.40	0.13	0.58	0.88	0.71	2.38	1.42	0.98	2.11	2.38	2.06	1.11	1.68	0.13	0.13	0.00	1.19	
103	16	2b	The air station has 50,000 but less than 150,000 flight evolutions per year?	0.13	1	1	0	1	0	1	0	0	1	0	1	0	1	0	0	0	0	1	1	0		
104	16	2b	The air station has 150,000 but less than 250,000 flight evolutions per year?	0.40	0	0	0	0	1	0	0	1	0	1	0	1	0	1	0	1	1	0	0	0		
105	16	2b	The air station has more than 250,000 flight evolutions per year?	0.80	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0		
106	16	6a	Are reserve squadrons scheduled to be homebased at the air station in 2001	0.71	1	1	1	0	0	0	0	0	0	1	1	0	1	1	1	1	1	0	0	0		
107	16	6b	Is aggregate Navy/USMC SELRES manning above 90% for FY93?	0.69	0	1	1	1	0	0	0	0	0	1	0	0	1	1	0	0	0	0	0	0		
108	16	9a &	Significant deployable aviation support or surface units are supported here?	0.58	1	0	1	0	0	0	1	1	1	1	1	1	1	1	1	0	1	0	0	0		
109			Training	6.24	6.24	5.66	6.24	6.24	1.03	1.62	5.30	5.30	2.56	3.78	3.78	3.78	6.24	6.24	6.24	6.24	6.24	1.62	0.58	0.58	4.28	
110	38	23a/b	Major flight simulators for assigned T/M/S aircraft are located at the air station?	2.17	1	1	1	1	0	0	1	1	0	1	1	1	1	1	1	1	1	0	0	0		
111	16	13a	There is an aviation flight physiology training facility in the local area?	1.52	1	1	1	1	0	0	1	1	0	0	0	0	1	1	1	1	1	0	0	0		
112	38	30b	Air station's location permits training with other operational units (e.g. Battle Groups or J	1.03	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0		
113	16	14e	Less than 10% of the training facilities are in inadequate condition	0.58	1	0	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
114	16	13	Is there a shipboard aircraft fire fighting trainer in the local area?	0.94	1	1	1	1	0	0	0	0	1	0	0	0	1	1	1	1	1	0	0	0		
115			Quality of Life	10.72	6.51	6.60	7.01	7.96	5.78	3.62	4.89	6.91	5.74	5.88	5.42	6.62	6.46	4.82	5.03	6.32	5.28	5.74	7.15	6.58	6.00	
116	38	47a4	Is officer FH waiting list < 6 months	0.50	0	0	0	0	1	0	0	1	0	0	0	0	1	0	0	1	1	0	1	1		
117	38	47a4	Is enlisted FH waiting list < 6 months	0.58	0	0	0	0	1	1	0	1	1	0	0	0	1	0	0	0	1	0	1	1		
118	38	47a6	Do 90% or more of the housing units have all the required amenities?	0.50	0	1	0	1	0	1	0	0	1	1	1	0	1	0	0	0	0	1	1	1		
119	38	47b1	Is the BEQ occupancy rate < 90%?	0.67	1	0	0	1	1	0	0	0	1	1	0	1	1	1	1	0	0	1	1	1		
120	16	25a	Are 90% of the BEQ rooms adequate?	0.67	0	1	1	1	0	0	0	1	0	0	1	0	0	0	0	1	1	1	0	1		
121	38	41c	Is the BOQ occupancy rate < 90%?	0.50	1	0	1	1	1	1	1	1	0	1	1	1	1	1	0	0	1	1	1	1		
122	16	25a	Are 90% of the BOQ rooms adequate?	0.58	1	0	1	1	1	0	0	0	0	0	0	1	0	0	1	1	1	1	0	1		
123	38	48	Does the air station have >90% of the listed MWR facilities?	0.58	0	0	0	0	0	1	0	0	1	0	0	0	1	0	0	0	0	0	0	0		

NAS/MCAS Military Value Responses (1's & 0's) – incorporates 11/17/94 clarifications

CALCS	D	F	G	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AJ	AJ	AK	AL
1					NAVE	NAVE	NAVE	NAVE	NAVE	NAVE	NAVE	USMC	USMC	USMC	USMC	USMC	USMC	USMC	USMC	NAVW	NAVW	NAVW	NAVW	NAVW	NAVW	NAVWEST
2					1	2	3	4	5	6	7	8	10	11	12	13	14	15	16	17	18	19	20	21		
3	DC #	Q #	Matrix Question	Weight	NORF	JAX	OCEAN	MAYPT	KEY	ROSYF	BRUNS	CHPT	KBAY	YUMA	BEAUF	NWRV	PEND	MIRAM	NJSL	WHDIS	LEMO	FALN	LCNTR	ADAK	Mean	
124	38		Does the air station have between 70% and 90% of listed MWR facilities, including library	0.33	1	1	1	1	1	0	0	1	0	1	1	1	0	0	1	1	1	1	1	0		
125	38		Is the average wait for 0-12 month child care facilities < 180 days?	0.50	0	1	1	1	1	0	1	1	0	0	1	1	0	0	0	0	0	0	1	0		
126	38	50a	Is the average wait for child care 6 months or less	0.58	0	1	0	1	1	0	1	1	0	0	1	0	0	0	0	0	0	1	1	1		
127	38	50a	Is the average wait for child care between 6 & 12 months	0.33	1	0	1	0	0	0	0	0	1	1	0	1	0	1	0	0	0	0	0	0		
128	38		Are > 90% of the air station's child care facilities adequate?	0.33	1	1	1	1	0	0	1	1	0	1	1	1	1	1	1	1	0	1	1	1		
129	38	44d	Are there certified home care providers?	0.18	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	0		
130	38	45	Does the air station have >90% of the listed family support facilities?	0.50	1	1	1	1	1	1	1	1	0	1	0	1	1	1	1	1	1	1	0	0		
131	38	45	Does the air station have between 70% and 90% of listed family support facilities, including	0.25	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0		
132	38	48b	Is off base housing rental and purchase affordable?	0.39	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
133	38	41a5	Is there sufficient off base housing?	0.50	1	1	1	1	0	0	1	1	0	1	1	1	0	1	1	1	1	0	1	0		
134	38	55	Are there opportunities for consecutive follow on tours in the commuting area?	0.39	1	1	1	1	0	0	0	1	1	1	1	1	1	1	1	1	1	0	0	0		
135	38	56	Do >50% of base military and civilian personnel live within a 30 minute commute?	0.58	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
136	38	57b-c	Are local area educational institution programs adequate for military family members?	0.16	1	1	1	1	1	0	1	1	1	0	1	1	1	1	1	1	1	1	1	0		
137	38	57b-c	Are there educational opportunities at all college levels within a 30 mile radius?	0.04	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1		
138	38	58	Are college education courses available on the base?	0.04	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1		
139	38		Does the air station have an active FSC spouse employment program?	0.04	1	1	1	1	1	1	1	1	0	1	1	0	1	1	1	1	1	1	0	0		
140	38	60	Do military family members have reasonable access to medical/dental care?	0.87	1	1	1	1	0	0	1	1	1	1	0	1	1	1	1	1	0	0	1	1		
141	38	61	Is the violent crime rate less than 758 per 100,000	0.04	1	0	1	0	0	0	1	1	1	1	0	1	0	0	0	1	1	1	1	1		
142	38	61	Is the drug crime rate less than 402 per 100,000	0.04	1	0	1	0	0	1	1	1	1	1	1	1	0	0	0	1	0	1	0	1		
143	38	61	Is the property crime rate less than 4902 per 100,000	0.04	0	0	0	0	0	1	0	1	0	0	1	1	0	0	0	1	1	1	1	1		

# Navy & Marine Corps Reserve Configuration Model Specifications



# Approach

- Parameters included
  - SELRES Manning Level
  - Location
  - RESCEN within 100 miles
  - RESCEN Drill Utilization Availability
  - FY 2001 Drill Utilization Requirement
- Objective function:
  - Minimize excess capacity



## Initial Configuration Model Rules

- Average military value is maintained
- Maintain Navy Reserve presence in every State
- Close no RESCEN with  $\geq 100\%$  Manning and no RESCEN within 100 miles

# Model Output Measures

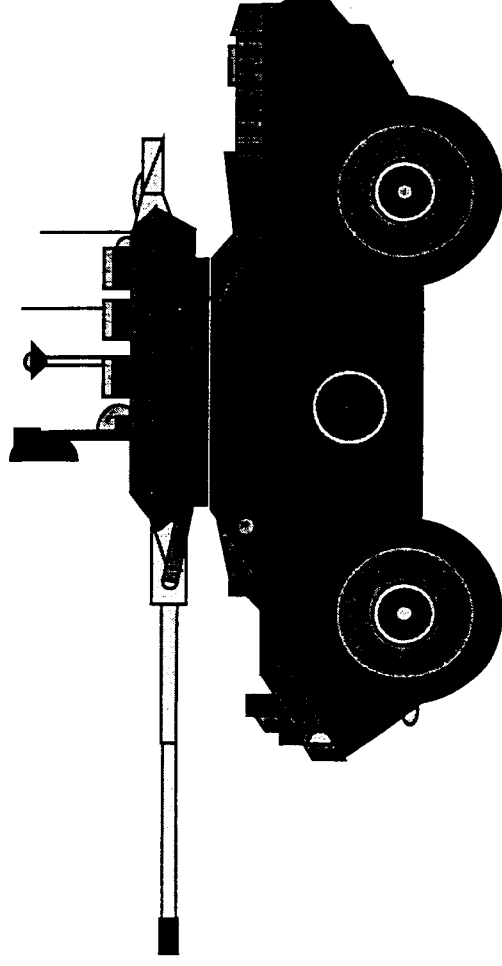
- Reserve Centers Open or Closed

# Generation of Alternatives

Model allows the generation of three solution sets

- Best solution-for a given set of constraints and data
- Next best-obtained by excluding the first solution
- Third best obtained by excluding the first two solutions

# Marine Corps Reserve Configuration Model Specifications



# Approach

- Parameters included:
  - SELRES Manning Level
  - RESCEN within 100 miles
  - RESCEN Drill Utilization Availability
  - FY 2001 Drill Utilization Requirement
- Objective function:
  - Minimize excess capacity

## Initial Configuration Model Rules

- Average military value is maintained
- Close no RESCEN with  $\geq 100\%$  manning, and no RESCEN within 100 miles

# Model Output Measures

- Reserve Centers Open or Closed

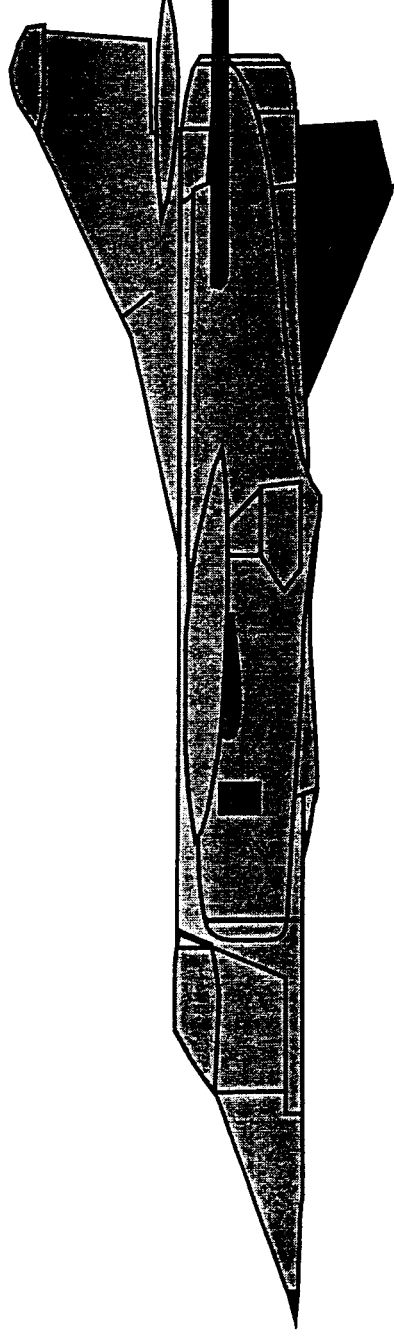
# Generation of Alternatives

Model allows the generation of three solution sets

- Best solution-for a given set of constraints and data
- Next best-obtained by excluding the first solution
- Third best obtained by excluding the first two solutions



# Marine Corps (Wing) Reserve Configuration Model Specifications



# Approach

- Parameters Included:
  - SELRES Manning Level
  - RESCEN Drill Utilization Availability
  - FY 2001 Drill Utilization Requirement
- Objective function:
  - Minimize excess capacity

## Initial Configuration Model Rules

- Average military value is maintained
- Close no RESCEN with  $\geq 100\%$   
SELRES manning

# Model Output Measures

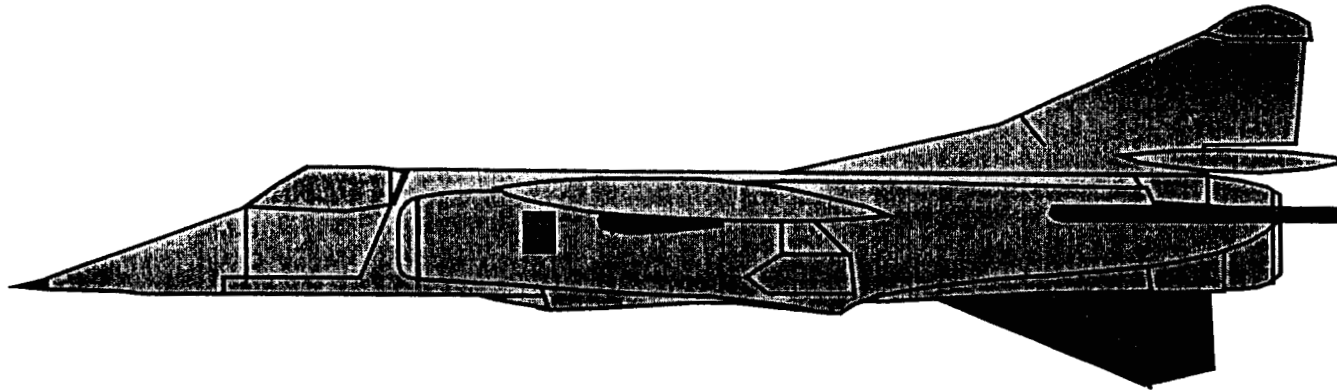
- Reserve Centers Open or Closed

# Generation of Alternatives

Model allows the generation of three solution sets

- Best solution-for a given set of constraints and data
- Next best-obtained by excluding the first solution
- Third best obtained by excluding the first two solutions

# Marine Corps (Wing) Reserve Configuration Model Specifications



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# Approach

- Parameters Included:
  - SELRES Manning Level
  - RESCEN Drill Utilization Availability
  - FY 2001 Drill Utilization Requirement
- Objective function:
  - Minimize excess capacity

## Initial Configuration Model Rules

- Average military value is maintained
- Close no RESCEN with  $\geq 100\%$  SELRES manning



# Model Output Measures

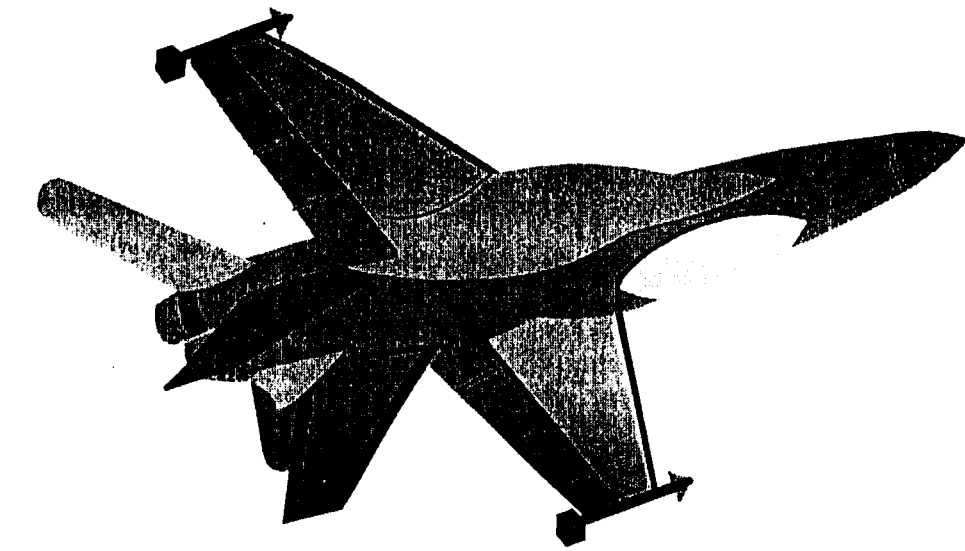
- Reserve Centers Open or Closed

# Generation of Alternatives

Model allows the generation of three solution sets

- Best solution-for a given set of constraints and data
- Next best-obtained by excluding the first solution
- Third best obtained by excluding the first two solutions

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# Navy Air Reserve Configuration Model Specifications

# Approach

- Parameters included:
  - SELRES Manning Level
  - NARCEN Drill Utilization Availability
  - FY 2001 Drill Utilization Requirement
- Objective function:
  - Minimize excess capacity

## Initial Configuration Model Rules

- Average military value is maintained
- Close no NARCEN with  $\geq 100\%$  SELRES manning.

# Model Output Measures

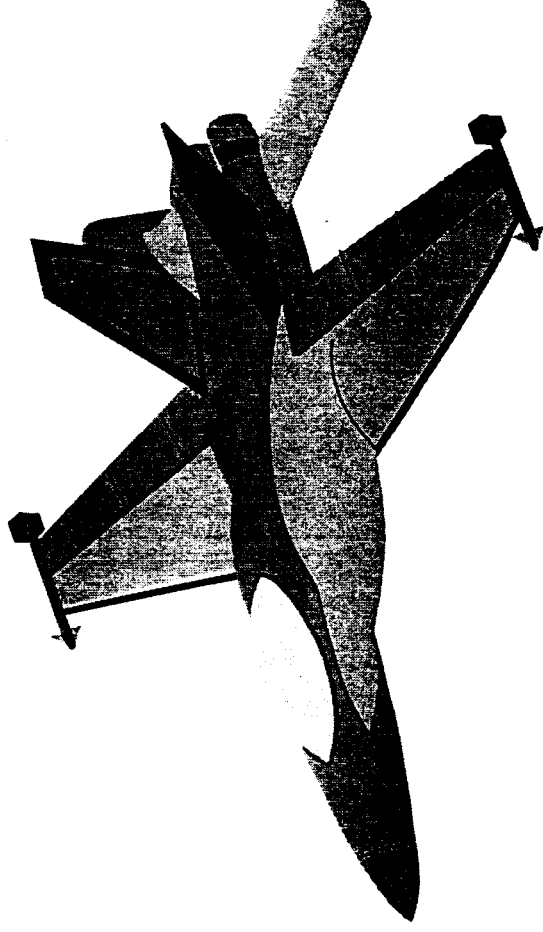
- Navy Air Reserve Centers Open or Closed

# Generation of Alternatives

Model allows the generation of three solution sets

- Best solution-for a given set of constraints and data
- Next best-obtained by excluding the first solution
- Third best obtained by excluding the first two solutions

# Navy Air Reserve Configuration Model Specifications





# Approach

- Parameters included:
  - SELRES Manning Level
  - NARCEN Drill Utilization Availability
  - FY 2001 Drill Utilization Requirement
- Objective function:
  - Minimize excess capacity

## Initial Configuration Model Rules

- Average military value is maintained
- Close no NARCEN with  $\geq 100\%$  SELRES manning.

## Model Output Measures

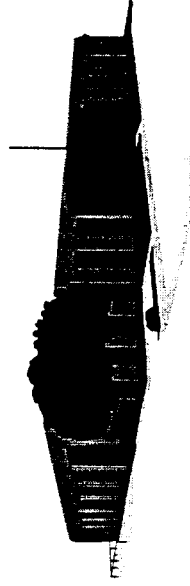
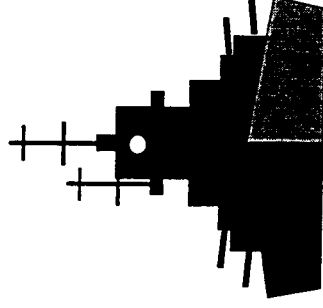
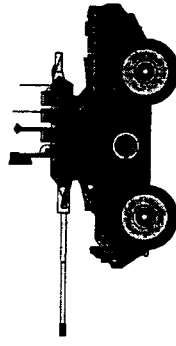
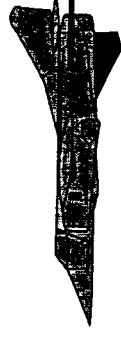
- Navy Air Reserve Centers Open or Closed

# Generation of Alternatives

Model allows the generation of three solution sets

- Best solution-for a given set of constraints and data
- Next best-obtained by excluding the first solution
- Third best obtained by excluding the first two solutions

# Navy Reserve Readiness Command Configuration Model Specifications



# Approach

- Parameters Included:
  - SELRES managed by REDCOM
  - REDCOM Drill Utilization Availability
  - FY 2001 REDCOM Drill Utilization Requirement
- Objective function:
  - Minimize excess capacity

## Initial Configuration Model Rules

- Average military value is maintained
- Average Drill Utilization Hours per SELRES managed is maintained

## Model Output Measures

- REDCOMs Open or Closed



# Generation of Alternatives

Model allows the generation of three solution sets

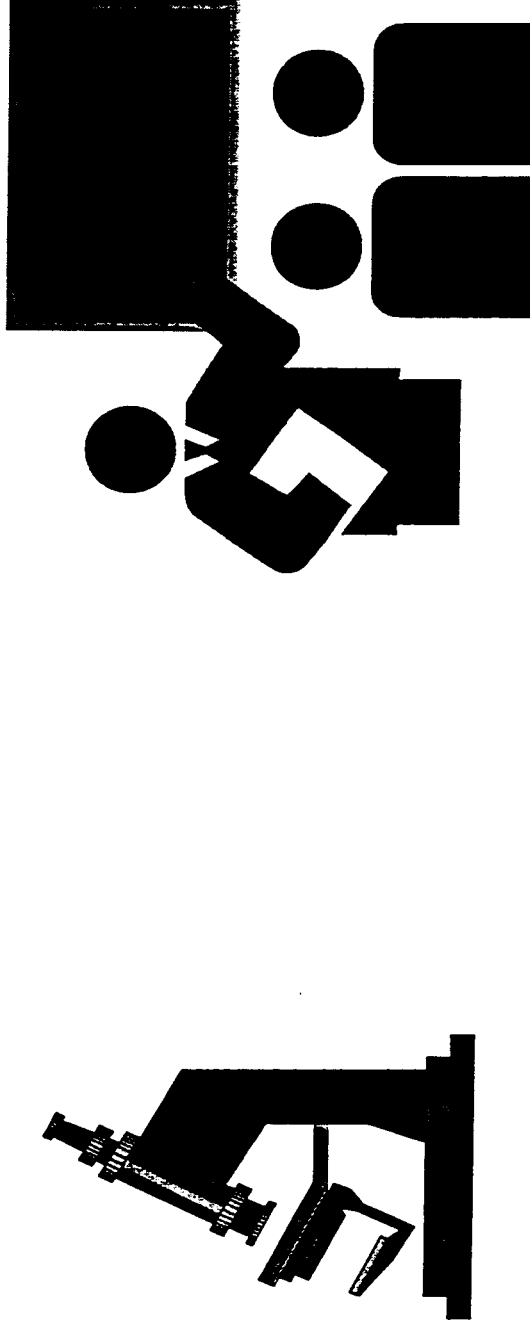
- Best solution-for a given set of constraints and data
- Next best-obtained by excluding the first solution
- Third best obtained by excluding the first two solutions

# Sensitivity Analysis

Sensitivity analyses can accommodate

- Adjustments to Drill Utilization Hours/  
SELRES managed ratio +10% -10%, -20%

# TRAINING CENTERS



## Configuration Modeling Specifications

ENCL (13) 18Nov94

# Approach

- Objective function:
  - Minimize excess student throughput capacity
- Parameters:
  - Training requirements
    - FY 2001 student throughput
    - Classroom hours (10 seat classroom equivalents)
    - Applied Instruction space hours (10 seat lab equivalents)
    - Mandatory billeting (AOB)
  - Training capacities
    - Annual classroom hours (10 seat classroom equivalents)
    - Annual applied instruction space hours (10 seat lab equivalents)
    - Billeting (beds)

# Initial Configuration Model Rules

- Maintain average military value within subcategory
- Individual constraints
  - Library
  - Team trainers
  - Advanced specialized labs
  - Ranges
  - Competative athletic facilities
- Assign entire school to one location
- Apply P-80 standard except where requirements exceed capacity
- Restrict TRITRAFACs to Trident Bases

# Generation of Alternatives

Model allows the generation of three solution sets:

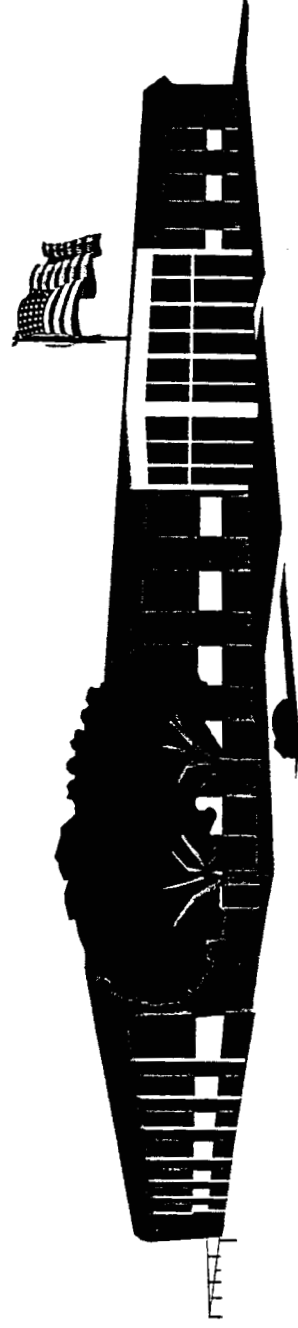
- Best solution-for a given set of constraints and data
- Next best-obtained by excluding the first solution
- Third best-obtained by excluding the first two solutions

# Sensitivity Analysis

Sensitivity analyses can accommodate

- Surges in training requirements of +10 and +20 percent
- Decline in training requirements of 10 percent
- Run across all four subcategories

# Navy & Marine Corps Reserve Configuration Model Initial Results



ENC L (14) 18NOV94



# Initial Navy & Marine Corps Reserve Model Output

- 159 activities remain open
- 22 activities closed (see attached list)
- Initial average military value: 41.90
- Final average military value: 43.11
- Excess Drill Utilization Hours: 9

## Secondary Navy & Marine Corps Reserve Model Output

- 148 activities remain open
- 33 activities closed (see attached list)
- Initial average military value: 41.90
- Final average military value: 43.55
- Excess Drill Utilization Hours: 39

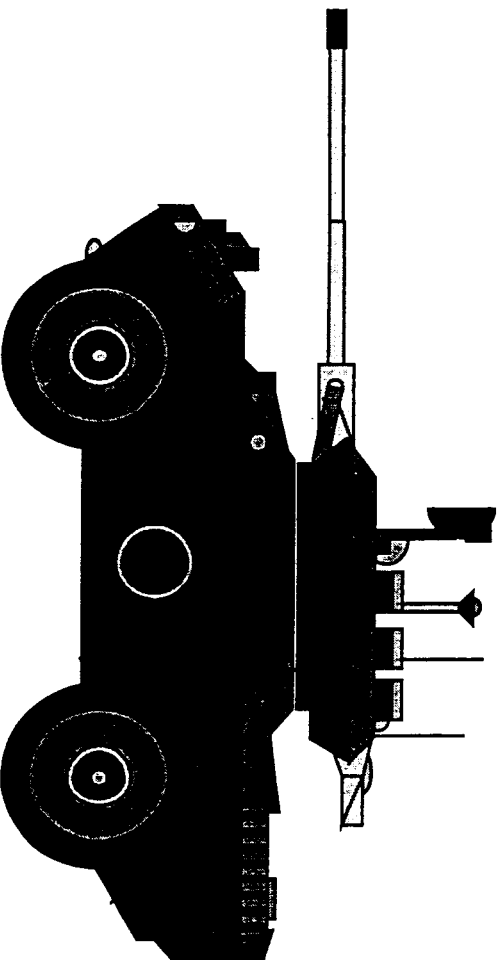
# Tertiary Navy & Marine Corps Reserve

## Model Output

- 167 activities remain open
- 14 activities closed (see attached list)
- Initial average military value: 41.90
- Final average military value: 42.59
- Excess Drill Utilization Hours: 51

ST	CITY	TYPE	INITIAL	SECON	THIRD
NY	AMITYVILLE	NMCRC			
ME	AUGUSTA	NRC			
CA	BAKERSFIELD	NMCRC			
MI	CADILLAC	NMCRC			
MI	CALUMET	NRF			
WV	CHARLESTON	NRC			
MD	CUMBERLAND	NRC			
OH	DAYTON				
IA	DEBUQUE	NRC			
MN	DULUTH	NRC			
OR	EUGENE,	NMCRC			
WA	EVERETT	NRC			
NJ	FORT DIX	NRRC			
NY	GLENS FALLS	NRC			
FL	HIALEAH	NMCRC			
AL	HUNTSVILLE	NRC			
CA	IRVINE - SANTA ANA	NRC			
MS	JACKSON	NRC			
MI	LANSING	NMCRC			
TX	LAREDO	NRF			
NV	LAS VEGAS	NMCRC			
DE	LEWES	NRC			
KY	LEXINGTON	NRC			
TX	LUBBOCK	NMCRC			
CA	MARE ISLAND	NRC			
WI	OSHKOSH	NRC			
CA	PAMONA	NRC			
PA	PHILADELPHIA	NRRC			
NC	RALEIGH	NMCRC			
CA	SAN JOSE	NMCRC			
CA	SANTA BARBARA	NRC			
WI	SHEBOYGAN	NRC			
IA	SIOUX CITY	NRC			
NY	STATEN ISLAND	NRC			
WI	STEVENS POINT	NRC			
CA	STOCKTON	AFRC			
TX	TYLER	NRC			
TX	WACO	NMCRC			
DE	WILMINGTON	NMCRC			
NC	WILMINGTON	NRC			

# Marine Corps Reserve Configuration Model Initial Results



# Initial Marine Corps Reserve Model Output

- 38 activities remain open
- 26 activities closed
- Initial average military value: 48.63
- Final average military value: 49.88
- Excess Drill Utilization Hours: 2

# Secondary Marine Corps Reserve Model Output

- 36 activities remain open
- 27 activities closed
- Initial average military value: 48.63
- Final average military value: 49.39
- Excess Drill Utilization Hours: 2

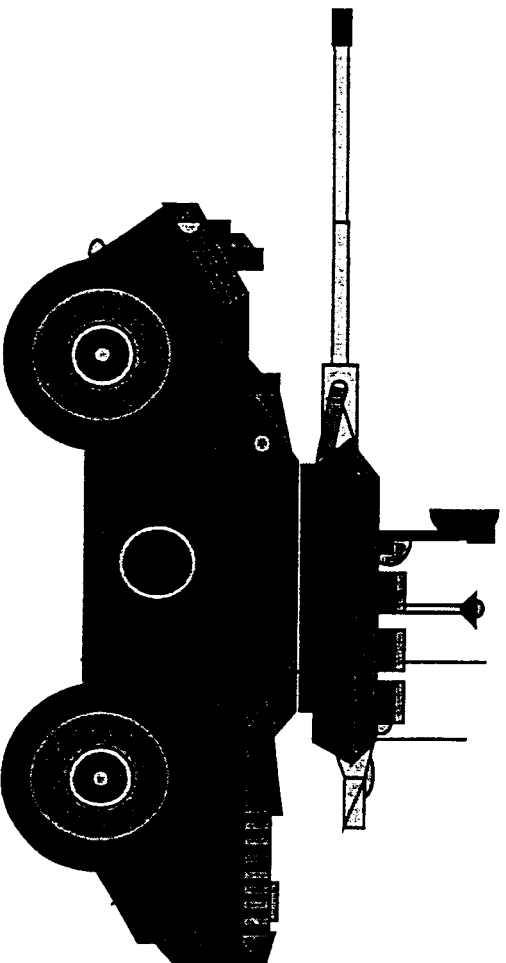
# Tertiary Marine Corps Reserve Model Output

- 35 activities remain open
- 28 activities closed
- Initial average military value: 48.63
- Final average military value: 49.38
- Excess Drill Utilization Hours: 2



<b>USMCR</b>				
CITY	STATE	INITIAL	SECONDARY	TERTIARY
ALBANY	NY	X	X	X
AUTSTIN	TX	X	X	X
BROUSSARD,	LA	X	X	X
CAMP EDWARDS	MA	X	X	X
CAMP LEJEUNE	NC	X		X
CAMP PENDLETON	CA		X	
CHARLESTON	SC	X		
CHICAGO	IL	X	X	X
CHICOPEE	MA			X
CONCORD	CA	X	X	X
DOVER	NJ		X	X
EASTOVER	SC		X	
FT. KNOX	KY	X	X	X
FREDERICK	MD	X	X	X
FT WORTH	TX	X	X	X
GALVESTON	TX	X		
JOHNSON CITY	TN	X	X	X
JOLIET	IL	X	X	X
KANSAS CITY	MO	X		
LOS ALIMITOS	CA	X	X	X
MEMPHIS	TN	X	X	X
MONTGOMERY	AL	X	X	X
NASHVILLE	TN	X	X	X
NORTH LITTLE ROCK	AR	X	X	
QUANTICO	VA	X	X	X
ROME	GA	X	X	X
SEATTLE	WA	X	X	X
TAMPA	FL	X	X	X
TEXARKANA	TX	X	X	X
TOOELE	UT			X
WILIMINGTON	NC	X		X
YAKIMA	WA	X	X	X

# Marine Corps Reserve Configuration Model Initial Results



# Initial Marine Corps Reserve Model Output

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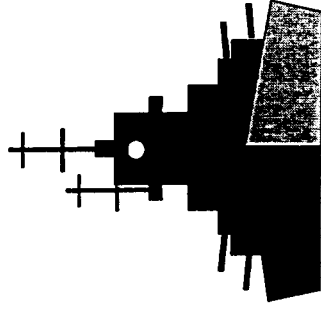
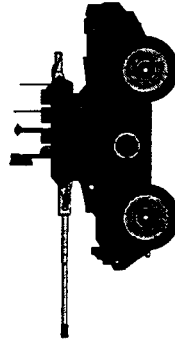
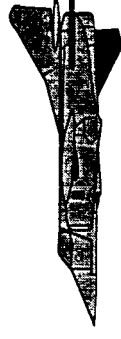
# Tertiary Marine Corps Reserve

## Model Output

- 35 activities remain open
- 28 activities closed
- Initial average military value: 48.63
- Final average military value: 49.38
- Excess Drill Utilization Hours: 2

USMCR	CITY	STATE	INITIAL	SECONDARY	TERTIARY
	ALBANY	NY	X	X	X
	AUSTIN	TX	X	X	X
	BROUSSARD	LA	X	X	X
	CAMP EDWARDS	MA	X	X	X
	CAMP LEJEUNE	NC	X		X
	CAMP PENDLETON	CA		X	
	CHARLESTON	SC	X		
	CHICAGO	IL	X	X	X
	CHICOPEE	MA			X
	CONCORD	CA	X	X	X
	DOVER	NJ		X	X
	EASTOVER	SC		X	
	FT. KNOX	KY	X	X	X
	FREDERICK	MD	X	X	X
	FT WORTH	TX	X	X	X
	GALVESTON	TX	X		
	JOHNSON CITY	TN	X	X	X
	JOLIET	IL	X	X	X
	KANSAS CITY	MO	X		
	LOS ALIMITOS	CA	X	X	X
	MEMPHIS	TN	X	X	X
	MONTGOMERY	AL	X	X	X
	NASHVILLE	TN	X	X	X
	NORTH LITTLE ROCK	AR	X	X	
	QUANTICO	VA	X	X	X
	ROME	GA	X	X	X
	SEATTLE	WA	X	X	X
	TAMPA	FL	X	X	X
	TEXARKANA	TX	X	X	X
	TOOELE	UT			X
	WILMINGTON	NC	X		X
	YAKIMA	WA	X	X	X

# Navy Reserve Readiness Command Configuration Model Initial Results



# Initial REDCOM Model Output

- 8 activities remain open
  - 5 activities closed
1. Charleston, SC (REDCOM 7)
  2. Dallas, TX (REDCOM 11)
  3. Millington, TN (REDCOM 9)
  4. Newport, RI (REDCOM 1)
  5. Seattle, WA (REDCOM 22)
- Initial average Military Value: 51.44
  - Final average Military Value: 52.98
  - Initial average Drill Utilization Hrs. per SELRES: 11.31
  - Final average Drill Utilization Hrs. per SELRES: 11.81
  - Excess Drill Utilization Hours: 4



# Secondary REDCOM Model Output

- 9 activities remain open
  - 4 activities closed
1. Charleston, SC (REDCOM 7)
  2. Dallas, TX (REDCOM 11)
  3. Ft. Dix, NJ (REDCOM 4)
  4. New Orleans, LA (REDCOM 10)
- Initial average Military Value: 51.44
  - Final average Military Value: 52.00
  - Initial average Drill Utilization Hrs. per SELRES: 11.31
  - Final average Drill Utilization Hrs. per SELRES: 13.53
  - Excess Drill Utilization Hours: 4

# Tertiary REDCOM Model Output

- 8 activities remain open
- 5 activities closed
- 1. Charleston, SC (REDCOM 7) 2. Dallas, TX (REDCOM 11)
- 3. Newport, RI (REDCOM 1) 4. San Diego, CA (REDCOM 11)
- 5. Seattle, WA (REDCOM 22)
- Initial average Military Value: 51.44
- Final average Military Value: 51.97
- Initial average Drill Utilization Hrs. per SELRES: 11.31
- Final average Drill Utilization Hrs. per SELRES: 11.40
- Excess Drill Utilization Hours: 4

# Initial REDCOM Model Output + 10%

- 9 activities remain open
- 4 activities closed
  1. Dallas, TX (REDCOM 11)
  2. Ft Dix, NJ (REDCOM 4)
  3. New Orleans, LA (REDCOM 10)
  4. Seattle, WA (REDCOM 22)
- Initial average Military Value: 51.44
- Final average Military Value: 52.11
- Initial average Drill Utilization Hrs. per SELRES: 11.31
- Final average Drill Utilization Hrs. per SELRES: 13.93
- Excess Drill Utilization Hours: 4

# Secondary REDCOM Model Output

+10%

- 9 activities remain open
- 4 activities closed

1. Charleston, SC (REDCOM 7) 2. Dallas, TX (REDCOM 11)

3. Ft. Dix, NJ (REDCOM 4) 4. New Orleans, LA (REDCOM 10)

- Initial average Military Value: 51.44
- Final average Military Value: 52.00
- Initial average Drill Utilization Hrs. per SELRES: 11.31
- Final average Drill Utilization Hrs. per SELRES: 13.53
- Excess Drill Utilization Hours: 4

# Tertiary REDCOM Model Output

## +10%

- 9 activities remain open
  - 4 activities closed
1. Dallas, TX (REDCOM11) 2. Ft Dix, NJ (REDCOM4)
  3. Newport, RI (REDCOM1) 4. San Francisco, CA (REDCOM20)
- Initial average Military Value: 51.44
  - Final average Military Value: 52.45
  - Initial average Drill Utilization Hrs. per SELRES: 11.31
  - Final average Drill Utilization Hrs. per SELRES: 13.96
  - Excess Drill Utilization Hours: 4

# Initial REDCOM Model Output

-10%

- 9 activities remain open
- 4 activities closed

1. Charleston, SC (REDCOM 7) 2. Dallas, TX (REDCOM 11)

3. Ft. Dix, NJ (REDCOM 4) 4. New Orleans, LA (REDCOM 10)

- Initial average Military Value: 51.44
- Final average Military Value: 52.00
- Initial average Drill Utilization Hrs. per SELRES: 11.31
- Final average Drill Utilization Hrs. per SELRES: 13.53
- Excess Drill Utilization Hours: 4

# Secondary REDCOM Model Output

-10%

- 8 activities remain open
- 5 activities closed

1. Charleston, SC (REDCOM 7) 2. Dallas, TX (REDCOM 11)  
3. Newport, RI (REDCOM 1) 4. San Diego, CA (REDCOM 11)  
5. Seattle, WA (REDCOM 22)

- Initial average Military Value: 51.44
- Final average Military Value: 51.97
- Initial average Drill Utilization Hrs. per SELRES: 11.31
- Final average Drill Utilization Hrs. per SELRES: 11.40
- Excess Drill Utilization Hours: 4

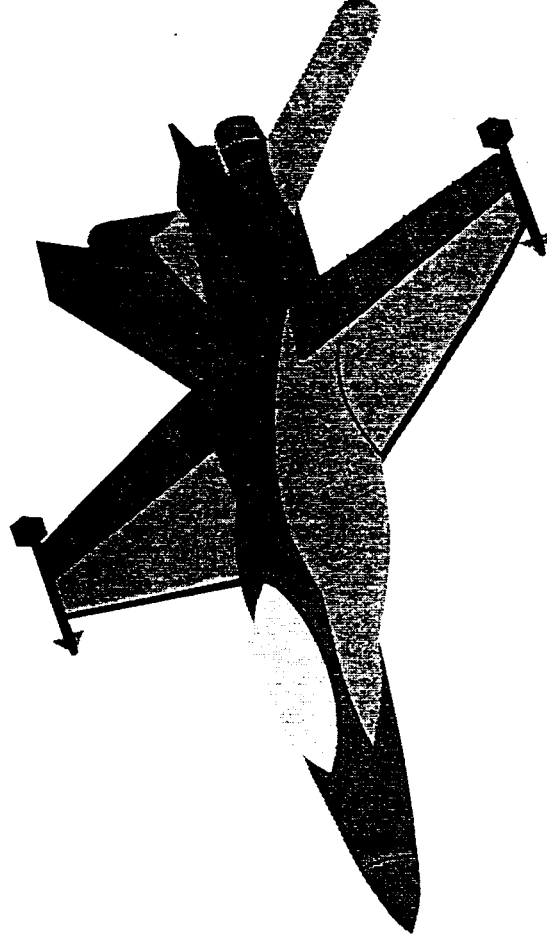
# Tertiary REDCOM Model Output

-10%

- 10 activities remain open
  - 3 activities closed
1. Dallas, TX (REDCOM 11) 2. Minneapolis, MN (REDCOM 19)
  3. San Diego, CA (REDCOM 11)
- Initial average Military Value: 51.44
  - Final average Military Value: 51.32
  - Initial average Drill Utilization Hrs. per SELRES: 11.31
  - Final average Drill Utilization Hrs. per SELRES: 10.72
  - Excess Drill Utilization Hours: 4



# Navy Air Reserve Configuration Model Initial Results



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# Initial Navy Air Reserve Model Output

- 8 activities remain open
- 5 activities closed

1.Miramar, CA 2. Norfolk, VA 3.Olathe, KS  
4. Pt. Mugu, CA 5. San Diego, CA

- Initial average military value: 51.19
- Final average military value: 51.30
- Excess Drill Utilization Hours: 88,713

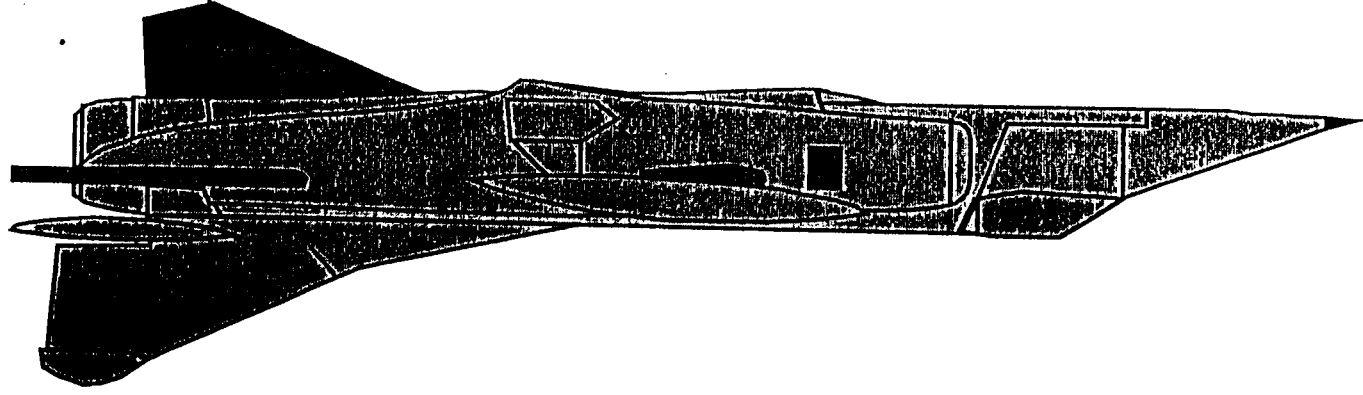
## Secondary Navy Air Reserve Output

- 9 activities remain open
  - 4 activities closed
1. Norfolk, VA
  2. Olathe, KS
  3. Pt. Mugu, CA
  4. San Diego, CA
- Initial average military value: 51.19
  - Final average military value: 51.76
  - Excess Drill Utilization Hours: 90,633

# Tertiary Navy Air Reserve Model Output

- 9 activities remain open
- 4 activities closed
  1. Denver, CO
  2. Norfolk, VA
  3. Olathe, KS
  4. Pt. Mugu
- Initial average military value: 51.19
- Final average military value: 51.31
- Excess Drill Utilization Hours: 92,745

# Marine Corps (Wing) Reserve Configuration Model Initial Results



ENC (17) 18NOV94

# Initial Marine Corps (Wing) Reserve Model Output

- 9 activities remain open
- 5 activities closed
- 1. Fresno, CA 2. Hayward, CA 3. Newburgh, NY  
4. Norfolk, VA 5. So. Weymouth
- Initial average military value: 52.74
- Final average military value: 52.83
- Excess Drill Utilization Hours: 558

## Secondary Marine Corps (Wing) Reserve Model Output

- 9 activities remain open
  - 5 activities closed
1. Fresno, CA
  2. Newburgh, NY
  3. Norfolk, VA
  4. Pasadena, CA
  5. So. Weymouth
- Initial average military value: 52.74
  - Final average military value: 55.14
  - Excess Drill Utilization Hours: 558

# Tertiary Marine Corps (Wing) Reserve Model Output

- 10 activities remain open
- 4 activities closed

1. Fresno, CA   2. Newburgh, NY   3. Oak Harbor, WA  
4. Pasadena, CA

- Initial average military value: 52.74
- Final average military value: 53.41
- Excess Drill Utilization Hours: 144



		10%			-10%		
		SOL1	SOL2	SOL3	SOL1	SOL2	SOL3
NEWPORT	REDCOM 1						
FORT DIX	REDCOM 4						
WASHINGTON	REDCOM 6						
CHARLESTON	REDCOM 7						
JACKSONVILLE	REDCOM 8						
MILLINGTON	REDCOM 9						
NEW ORLEANS	REDCOM10						
DALLAS	REDCOM11						
GREAT LAKES	REDCOM13						
MINNEAPOLIS	REDCOM16						
SAN DIEGO	REDCOM19						
SAN FRANCISCO	REDCOM20						
SEATTLE	REDCOM22						

REDCOM CONFIGURATION

					10%			-10%		
		SOL1	SOL2	SOL3	SOL1	SOL2	SOL3	SOL1	SOL2	SOL3
NEWPORT	REDCOM 1									
FORT DIX	REDCOM 4									
WASHINGTON	REDCOM 6									
CHARLESTON	REDCOM 7									
JACKSONVILLE	REDCOM 8									
MILLINGTON	REDCOM 9									
NEW ORLEANS	REDCOM10									
DALLAS	REDCOM11									
GREAT LAKES	REDCOM13									
MINNEAPOLIS	REDCOM16									
SAN DIEGO	REDCOM19									
SAN FRANCISCO	REDCOM20									
SEATTLE	REDCOM22									



**NAVY RESERVE      AVAIL   MV**

CADILLAC, MI	1152	32.3
EUGENE, OR	1728	34.29
HUNSTVILLE, AL	2304	36.27
IRVINE, CA	2496	22.98
LAREDO, TX	1920	25.71
POMONA, CA	1728	34.32
SAN JOSE, CA	23204	38.65
SHEBOYGAN, MI	1536	23.93
STATEN ISLAND, N	2304	44.18
STOCKTON, CA	1920	40.73

**USMC RESERVE      AVAIL MV**

ALBANY, NY	840	40.81
AUSTIN, TX	1920	50.31
BROUSSARD, LA	1280	41.08
CAMP EDWARDS	1664	34.93
CHICAGO, IL	1360	57.69
CONCORD	2048	43.38
FT KNOX, KY	2496	42.27
FREDERICK, MD	1600	57.44
JOHNSON CITY	1440	53.43
JOLIET, IL	2112	45.89
LAS ALIMITOS, CA	2560	52.15
MONTGOMERY, A	2240	55.5
NASHVILLE, TN	1536	46.38
ROME, GA	240	24.29
SEATTLE, WA	2992	48.33
TAMPA, FL	1920	58.94
TEXARKANA, AR	1144	27.43
YAKIMA, WA	3040	41.3

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## Available MIL\_VAL

### USMC Wing

Fresno	1920	39.49
Newburgh	3573	66.35

### REDCOM

Charleston	768	54.65
Dallas	4244	44.5

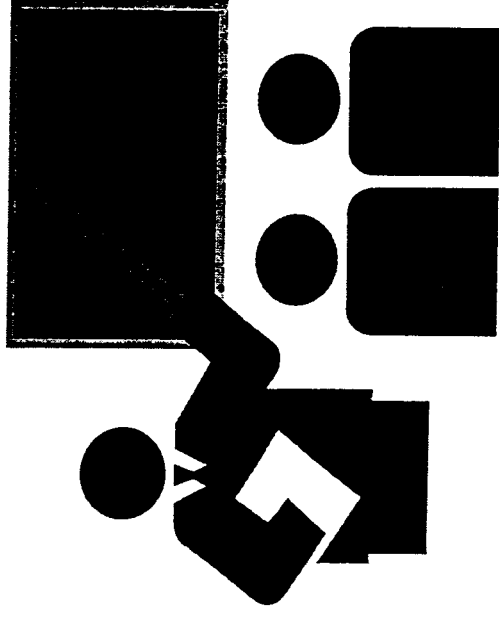
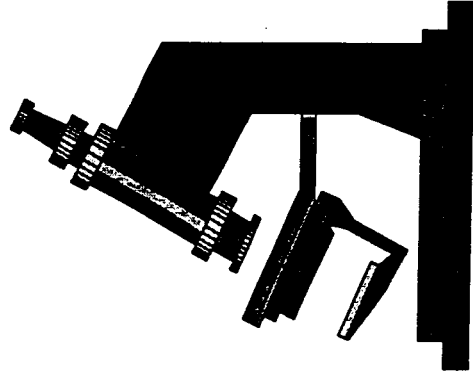
### Navair

Olathe	6912	43.18
Pt. Mugu	17280	47.7

	USMC Reserves	Wing	Navair	REDCOM	USN Res
Excess Capacity start	46754	14595	136521	7512	84915
Removed by solution	32432	5493	24192	5012	19392
Remaining	14322	9102	112329	2500	65523
Avg. MIL_VAL (all)	48.6	52.7	51.2	51.4	41.9
Avg MIL_VAL (soln)	49.8	52.7	51.3	51.8	42.4

18 Nov 94

# TRAINING CENTERS



Configuration Modeling

Initial Results

(19) 18 Nov 94

## NON-FLEET MODELING RESULTS

First Run (18 Nov 1994)

[illegible]

# DEGREE GRANTING MODELING RESULTS

First Run (18 Nov 1994)

Option	Activity			Average Mil Val	Excess Capacity		
	USNA	NPGS	NWC		Classrooms	Labs	Billeting
<b>Military Value</b>	33.1	35.71	29.54	32.78			
<b>FY 2001 Req</b>							
-Best	Open	Open	Closed	34.04	867,541	419,931	182
-Second	Open	Open	Open	32.78	1,010,921	419,931	182
-Tertiary							
<b>10% More</b>							
-Best	No Feasible Solutions Due to Billeting Requirement at USNA						
-Second							
-Tertiary							
<b>10% Less</b>							
-Best	Open	Open	Closed	34.04	944,736	426,044	525
-Second	Open	Open	Open	32.78	1,088,116	426,044	584
-Tertiary	None						
<b>20% More</b>	No Feasible Solution Due to Billeting Requirement at USNA						
-Best							
-Second							
-Tertiary							



[illegible]

# RECRUIT TRAINING MODELING RESULTS

First Run (18 Nov 1994)

Option	Activity			Average Mil Val	Excess Capacity		
	MCRDPI	MCRDSD	RTCGL		Classroom	Labs	Billeting
Military Value	36.46	29.81	49.51	38.6			
FY 2001 Req							
-Best	Open	Open	Open	38.6	128,210	146,325	13,968
-Second							
-Tertiary							
10% More							
-Best	Open	Open	Open	38.6	126,399	146,325	12,115
-Second							
-Tertiary							
10% Less							
-Best	Closed	Open	Open	39.66	100,761	50,160	8,177
-Second	Open	Open	Open	38.6	130,021	146,325	15,821
-Tertiary							
20% More							
-Best	Open	Open	Open	38.6	126,399	146,325	12,115
-Second							
-Tertiary							

# Document Separator

**BSAT****BASE STRUCTURE ANALYSIS TEAM**

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4401 Ford Avenue • Post Office Box 16268 • Alexandria, Virginia 22302-0268 • (703) 681-0490

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RP-0460-F9  
BSAT\ON  
22 Nov 1994

## MEMORANDUM FOR THE BASE STRUCTURE EVALUATION COMMITTEE

Subj: REPORT OF BSEC DELIBERATIONS ON 22 NOVEMBER 1994

- Encl: (1) Training Centers Configuration Model Second Results  
(2) Briefing Materials for USMC Reserve  
(3) Maps of Navy and Marine Corps Reserve Centers  
(4) Changes to the Administrative Activities Military Value Matrix  
(5) Administrative Activities Military Value Matrix  
(6) Briefing Materials for Administrative Activities Configuration Model Specifications  
(7) Briefing Materials for Naval Air Station/Marine Corps Air Station Capacity Analysis Update  
(8) Administrative Activities Configuration Model Results

1. The fifty-first deliberative session of the Base Structure Evaluation Committee (BSEC) convened at 1020 on 22 November 1994 in the Base Structure Analysis Team (BSAT) Conference Room at the Center for Naval Analyses. The following members of the BSEC were present: The Honorable Robert B. Pirie, Chairman; Mr. Charles P. Nemfakos, Vice Chairman; Ms. Genie McBurnett; Vice Admiral Richard Allen, USN; Vice Admiral William A. Earner, Jr., USN; Lieutenant General Harold W. Blot, USMC; Lieutenant General James A. Brabham, USMC; and Ms. Elsie Munsell. The following members of the Base Structure Analysis Team were present: Mr. Richard A. Leach; Ms. Anne Rathmell Davis; Captain Brian Buzzell, USN; Captain Martha Bills, USN; Commander Michael James, USN; Lieutenant Colonel Orval Nangle, USMC; and Major Thompson Gerke, USMC.

2. The initial model results for Training Centers configuration analysis produced very few closures despite a large amount of excess capacity. See the BSEC Report of Deliberations for 18 November 1994. Accordingly, the BSAT reviewed its model data and found three errors. Captain Buzzell recapped the following corrections which were made for a second model run.

a. The first run did not count 1300 beds used for recruit non-effectives (those not training for various reasons) at Marine Corps Recruit Depots Parris Island and San Diego. Since the people were counted, the beds should be as well.

b. Data for classrooms used for the Marine Corps University were not contained in Marine Corps Combat Development Center, Quantico, data call at the time the first model was run. Inclusion

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Subj: REPORT OF BSEC DELIBERATIONS ON 22 NOVEMBER 1994

created greater capacity.

c. The BSAT had also inadvertently transposed some capacity and requirements numbers when putting data into the model.

The result of correcting these errors was more excess capacity and more closures on the second run. Captain Buzzell then briefed the BSEC on the results produced by the second run. See enclosure (1). Captain Buzzell, Captain Bills, Commander James, and Major Gerke departed.

3. The BSEC continued its review of the Training Center solutions and made the following decisions:

a. Degree Granting Activities. The BSEC noted that at a time when DoN force levels would be at their lowest levels in recent history, there would no feasible solution if requirements increased by 10%. Consequently, the BSEC decided not to look further at closing any degree granting activities.

b. Fleet Training Centers. Because of the desirability to keep training at fleet concentrations areas, excess capacity in those areas would best be dealt with by shrinking infrastructure in place. As with degree granting activities, there would no feasible solution if fleet training requirements increased by just 10%. Accordingly, the BSEC decided to look at the potential saving in closing the Amphibious Schools (LANT and PAC) and Anti-Submarine Warfare Training Center, Atlantic, and consolidating and collocating them at fleet concentrations as appropriate.

c. Pipeline Schools. As with degree granting activities and fleet training centers, there would no feasible solution if pipeline requirements increased by just 10%. The BSEC noted that Naval Technical Training Center, Meridian (NTTCM) was a tenant of an activity that is being considered for closure (NAS Meridian). Meridian's closure (and the consolidation of NTTCM) would alleviate the excess identified by the model in closing SWOS, SUP, and AEGIS schools. The BSEC decided to stay with the NTTCM scenario previously approved (see COBRA scenario development data calls 014-016).

d. Recruit Training. The BSEC concurred in the model results leaving the three recruit training centers open.

The BSEC directed the BSAT to prepare COBRA scenario development data calls for these actions.

4. The BSEC recessed at 1100 and reconvened at 1110. All members of the BSEC present when the Committee recessed were again present. The following BSAT members were present: Mr. Leach; Ms. Davis;

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Captain Michael Golembieski, MC, USN; Lieutenant Colonel Nangle; and Commander William Hendrix, USNR.

5. Commander Hendrix briefed the BSEC on Marine Corps Reserve Centers (MCRCs). The BSEC had asked for further refinement of the criteria because of concerns about demographics and recruiting. Enclosure (2) reflects which activities are the only MCRC in the state and in the city. The centers at Albany, New York, Austin, Texas, and Nashville, Tennessee, are the only three which have another DoN Reserve Center in the same city and same state. The BSEC decide to prepare COBRA scenario development data calls for closing those three activities.

6. The BSEC then affirmed its decisions regarding the other Reserve activities reached on 18 November 1994:

a. Navy Reserve Centers (NRC) and Navy/Marine Corps Reserve Centers (NMCRC). Close the NRC Cadillac, MI; NMCRC Eugene, OR; NMCRC Huntsville, AL; NRC Irvine, CA; Naval Reserve Facility Laredo, TX; NMCRC Pomona, CA; NRC San Jose, CA; NRC Sheboygan, MI; NRC Staten Island, NY; and NMCRC Stockton, CA.

b. REDCOMS. Close commands at those that were identified on all three model solutions: Charleston, SC (REDCOM 7) and Dallas, TX (REDCOM 11).

c. Marine Wing Reserve Centers. Close the centers at Fresno, CA (4th LAAM Battalion) and Newburgh, NY (MAR 49 Det B).

d. Naval Air Reserve Centers. Close the centers at Olathe, KS and Pt. Mugu, CA.

The BSEC directed the BSAT to prepare COBRA scenario development data calls for these actions. Enclosure (3) provided to the BSEC as a graphic presentation of the demographic distribution of reserve centers. Because so many activities are amassed in the mid-Atlantic region, the BSEC directed the BSAT to report the ten reserve centers with the best ratio of full-time staff to reservists and the ten reserve centers with the worst ratio of full-time staff to reservists. Commander Hendrix departed.

7. Captain Golembieski briefed the BSEC on proposed changes to the Administrative Activities Military Value Matrix. These changes result from review of the data by the Naval Audit Service. Enclosure (4) is a list of the changes. The changes resulted in some change in the relative ranking of activities. See enclosure (4). The BSEC approved the changes. Enclosure (5) is the matrix with the approved changes.

8. Captain Golembieski presented a draft approach for

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Administrative Activities Configuration Analysis. See enclosure (6). The parameters are based on the Activities' projected workyears, projected required square footage, and available square footage. The output of the model will be three alternatives which close activities so as to reduce excess space. Given the variety of functions performed by Administrative Activities, the model rules are designed to preclude anomalous results. They include:

a. The model will close activities to minimize excess capacity while maintaining average military value.

b. Activities that must be located at the seat of Government (i.e. Secretary of the Navy, Chief of Naval Operations, Headquarters Marine Corps, and Office of DoN General Counsel) cannot be moved outside Washington, DC.

c. Activities in the Pentagon will remain in the Pentagon.

d. Activities in specially configured space supporting a one of kind activity or multiple activities in the same location (i.e. Marine Barracks 8th & I; Consolidated Brig, Charleston; Office of Naval Intelligence; NOTU; Admin Unit, Scotia; Naval District Washington (NDW); and NSA, New Orleans) cannot be moved.

e. Activities on bases that remain open should not be moved.

f. Activities in leased space should be moved.

The approach will generate the three best solutions plus sensitivity analyses demonstrating solutions for changes in the requirements (-10%, -20%, and +10%). Captain Golembieski departed. The BSEC reviewed how the rules would apply, concurred with the configuration approach, and directed the BSAT to run the model.

9. Captain Michael Nordeen, USN; Captain David Rose, USN; and Commander Loren Heckelman entered the deliberations.

10. Commander Heckelman updated the BSEC on the capacity analysis for Naval Air Stations/Marine Corps Air Stations (NAS/MCAS). See enclosure (7). NAS/MCAS capacity analysis was initially briefed to the BSEC on 27 July 1994. At that time some certified data had not been received for some air stations. This brief was to update the BSEC on the certified data received and currently used in the configuration model. As previously briefed, the analysis compared capacity, measured by hangar squadron modules, with projected requirements, measured by squadron rather than individual aircraft. A squadron module is a self sufficient unit with adequate hangar deck space, operational and administrative space, organizational level maintenance shops, and associated apron parking. The analysis assumes that deploying squadrons will be on station 75% of

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the time and that reserve squadrons and those that deploy by detachments will be there full time. The space required for other tenants such as Customs, Drug Enforcement Agency, Federal Aviation Agency, are taken into account. The analysis found a requirement for 180 active air station squadron modules with 265 available, an excess of 21.3%, and a requirement for 26 Reserve air station squadron modules with 33 available, an excess of 33.1%. The BSEC approved the completed capacity analysis.

11. Captain Nordeen, Captain Rose, and Commander Heckelman departed. Captain Golembieski and Ms. Murrel Coast entered the deliberations.

12. Captain Golembieski presented the results produced by the configuration model for Administrative Activities. See enclosure (8). The sensitivity analysis showed there was no solution if requirements increased by 10%, and the solution for any decrease in requirements was identical to the primary solution. Captain Golembieski and Ms. Murrel Coast departed.

13. The BSEC continued its review of the model solutions for Administrative Activities focusing first on those activities that were closed in every solution.

a. Naval Sea Systems Command (NAVSEA) and the Human Resources Office (HRO) were both located at White Oak. DoN is looking at all other activities at White Oak for closure. The BSEC agreed that there was an opportunity for significant economies if these activities were to move to DoN owned space at NDW and all of the White Oak site were closed.

b. The Office of General Counsel and Naval Information System Management Center are in leased space. The BSEC agreed to consider moving those offices to NDW as well.

c. The BSEC agreed to look at closing the 1st Marine Corps District in Garden City, NY.

d. As there is sufficient space at the DoN property on Nebraska Avenue (Washington, D.C.) to accommodate the Bureau of Medicine, the BSEC agreed to examine closing BUMED's facility and relocating it at Nebraska Avenue.

e. The BSEC also considered those activities identified for closure only in primary solution. They were all located at the DoN owned property at Nebraska Avenue. With the addition of BUMED, that facility will be fully loaded. The BSEC decided to retain the Nebraska Avenue property as a DoN asset.

f. Though not identified by the model, the BSEC decided to



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consider moving the Space and Naval Warfare Systems Command from NDW to NCCOSC San Diego. NCCOSC is a headquarters command element for SPAWAR that supervises technical work at various field locations. Consolidation of SPAWAR with NCCOSC would achieve efficiency of command structure, absorb excess technical capacity, and be consistent with guidance from the Assistant Secretary of the Navy (RD&T) to consolidate C4I activities where practicable. SPAWAR's movement would also ensure there is sufficient space at NDW for NAVSEA and HRO.

The BSEC directed the BSAT to prepare COBRA scenario development data calls for these actions.

14. The BSEC recessed at 1320 and reconvened at 1330. All members of the BSEC present when the Committee recessed were again present. The following BSAT members were present: Mr. Leach; Ms. Davis; Captain Michael Golembieski; Captain Moeller; Captain Nordeen; Captain Bills; Mr. Schiefer; and Lieutenant Colonel Nangle.

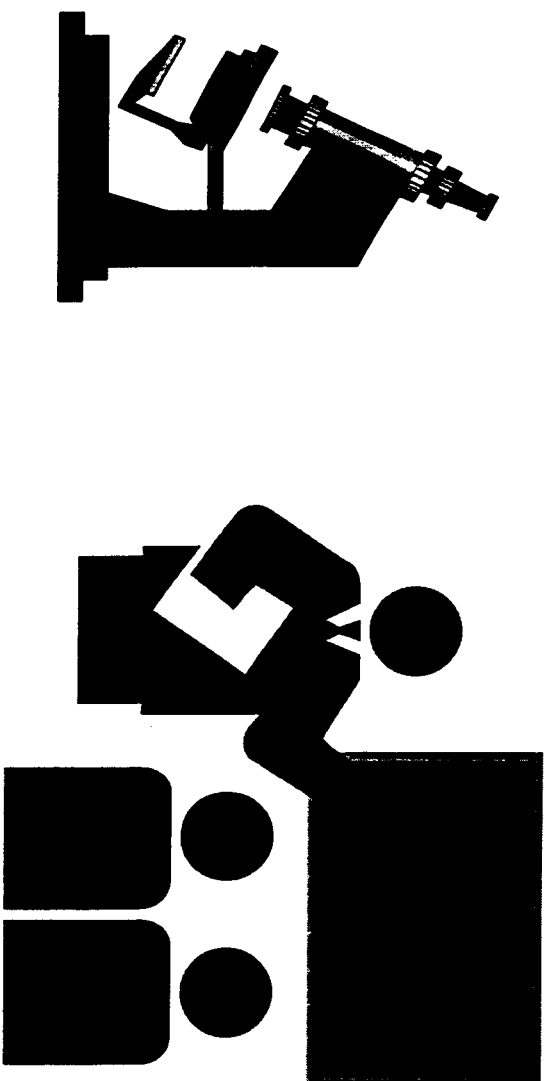
15. The BSEC reviewed the presentation planned for the meeting with major DoN Owners/Operators later that day.

16. The deliberative session adjourned at 1355.



ORVAL E. NANGLE  
LTCOL, USMC  
Recording Secretary

# TRAINING CENTERS



**Configuration Modeling**  
**Second Results**

# DEGREE GRANTING MODELING RESULTS

Second Run (21 Nov 1994)

Option	Activity			Average Mil Val	Excess Capacity		
	USNA	NPGS	NWC		Classrooms	Labs	Billeting
<b>Military Value</b>	33.1	35.71	29.54	32.78			
<b>FY 2001 Req</b>							
<b>-Best</b>	Open	Open	Closed	34.04	903,841	423,231	182
<b>-Second</b>	Open	Open	Open	32.78	1,047,221	423,231	182
<b>-Tertiary</b>							
<b>10% More</b>							
<b>-Best</b>	No Feasible Solutions Due to Billeting Requirement at USNA						
<b>-Second</b>							
<b>-Tertiary</b>							
<b>10% Less</b>							
<b>-Best</b>	Open	Open	Closed	34.04	977,406	429,014	525
<b>-Second</b>	Open	Open	Open	32.78	1,120,786	429,014	584
<b>-Tertiary</b>	None						
<b>20% More</b>	No Feasible Solution Due to Billeting Requirement at USNA						
<b>-Best</b>							
<b>-Second</b>							
<b>-Tertiary</b>							

## Rules Applied to the Model

1. Average Military Value is maintained
2. Individual Constraints - Library, Team Trainers, Advanced Specialized Labs Ranges, Competitive Athletic Facilities
3. Assign entire school to one location
4. Apply P-80 standard except where requirements exceed capacity
5. Restrict TRITRAFACS to Trident Bases

# FLEET MODELING RESULTS

Second Run (21 Nov 1994)

Option	Activity												Avg Mil Val	Excess Capacity		
	TTFB	TTFKB	FCTCL	FCTCP	FTCN	FTCM	FTCSD	ASWL	ASWP	PHIBL	PHIBP	FMWTC		Classroom	Labs	Billeting
Military Value	48.85	47.56	51.55	41.82	46.96	42.37	45.05	33.82	50.26	43.05	45.87	41.11	44.86			
FY 2001 Req																
-Best	Open	Open	Open	Closed	Closed	Closed	Open	Closed	Open	Closed	Closed	Open	47.40	109,411	175,156	830
-Second	Open	Open	Open	Closed	Closed	Open	Open	Closed	Open	Closed	Closed	Closed	47.61	131,521	193,916	830
-Tertiary	Open	Open	Open	Closed	Closed	Closed	Open	Open	Open	Closed	Closed	Open	45.46	169,711	188,556	830
10% More																
-Best	No Feasible Solutions															
-Second																
-Tertiary																
10% Less																
-Best	Open	Open	Open	Closed	Closed	Closed	Open	Closed	Open	Closed	Closed	Closed	48.65	142,556	217,538	910
-Second	Open	Open	Open	Closed	Closed	Closed	Open	Open	Open	Closed	Closed	Closed	47.49	202,856	230,948	910
-Tertiary	Open	Open	Open	Closed	Closed	Closed	Open	Closed	Open	Closed	Closed	Open	47.40	142,556	299,948	910
20% More																
-Best	No Feasible Solutions															
-Second																
-Tertiary																

## Rules Applied to the Model

1. Average Military Value is maintained
2. Individual Constraints - Library, Team Trainers, Advanced Specialized Labs  
Ranges, Competitive Athletic Facilities
3. Assign entire school to one location
4. Apply P-80 standard except where requirements exceed capacity
5. Restrict TRITRAFACS to Trident Bases

# PIPELINE MODELING RESULTS

Second Run (21 Nov 1994)

Option	Activity												Average Mil Val	Excess Capacity		
	SWOS	SUP	SUB	NETC	NTTCC	NTTCM	NATTC	AEGIS	NAB	NTC	MCCDC	MCAGCC		Classrooms	Labs	Billeting
Military Value	40.83	37.06	57.8	53.05	44.35	31.07	40.57	27.32	52.73	49.5	47.99	53.22	44.63			
FY 2001 Req																
-Best	Close	Close	Open	Open	Open	Open	Open	Close	Open	Open	Open	Open	47.81	784,693	364,635	6,823
-Second	Close	Close	Open	Open	Open	Open	Open	Open	Open	Open	Open	Open	45.76	800,773	442,033	6,823
-Tertiary	Close	Open	Open	Open	Open	Open	Open	Close	Open	Open	Open	Open	46.74	884,523	393,793	6,823
10% More																
-Best	No Feasible Solution															
-Second																
-Tertiary																
10% Less																
-Best	Close	Close	Open	Open	Open	Close	Open	Close	Open	Open	Open	Open	49.90	828,633	521,402	7,339
-Second	Close	Close	Open	Open	Close	Open	Open	Close	Open	Open	Open	Open	48.24	828,633	608,110	7,039
-Tertiary	Close	Open	Open	Open	Open	Close	Open	Close	Open	Open	Open	Open	48.48	928,462	521,401	7,352
20% More																
-Best	No Feasible Solu															
-Second																
-Tertiary																

## Rules Applied to the Model

1. Average Military Value is maintained
2. Individual Constraints - Library, Team Trainers, Advanced Specialized Labs  
Ranges, Competitive Athletic Facilities
3. Assign entire school to one location
4. Apply P-80 standard except where requirements exceed capacity
5. Restrict TRITRAFACS to Trident Bases

# RECRUIT TRAINING MODELING RESULTS

Second Run (21 Nov 1994)

Option	Activity			Average Mil Val	Excess Capacity		
	MCRDPI	MCRDSD	RTCGL		Classrooms	Labs	Billeting
<b>Military Value</b>	36.46	29.81	49.51	38.6			
<b>FY 2001 Req</b>							
-Best	Open	Open	Open	38.6	100,480	117,315	13,968
-Second							
-Tertiary							
<b>10% More</b>							
-Best	No Feasible Solution						
-Second							
-Tertiary							
<b>10% Less</b>							
-Best	Closed	Open	Open	39.66	165,446	189,497	8,177
-Second	Open	Open	Open	38.6	194,706	124,316	15,821
-Tertiary							
<b>20% More</b>							
-Best	Open	Open	Open	38.6	126,399	146,325	12,115
-Second							
-Tertiary							

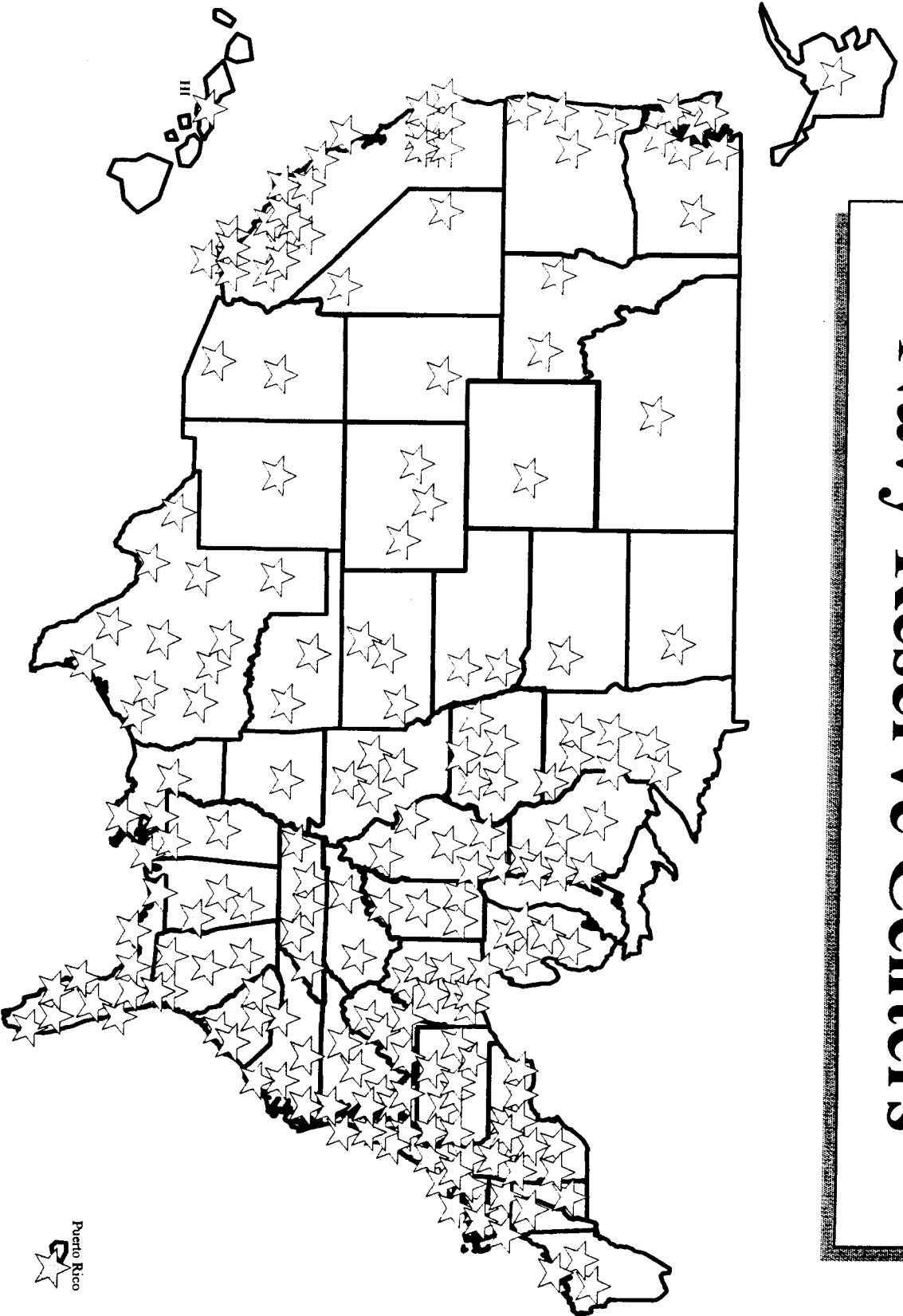
## Rules Applied to the Model

1. Average Military Value is maintained
2. Individual Constraints - Library, Team Trainers, Advanced Specialized Labs Ranges, Competitive Athletic Facilities
3. Assign entire school to one location .
4. Apply P-80 standard except where requirements exceed capacity
5. Restrict TRITRAFACS to Trident Bases

# USMC RESERVE

	ONLY	ONLY		
	STATE	CITY	AVAIL	MV
ALBANY, NY	N	N	840	40.81
AUSTIN, TX	N	N	1920	50.31
BROUSSARD, LA	Y	Y	1280	41.08
CAMP EDWARDS, MA	N	Y	1664	34.93
FREDERICK, MD	N	Y	1600	57.44
JOHNSON CITY, TN	N	Y	1440	53.43
JOLIET, IL	N	Y	2112	45.89
LAS ALIMITOS, CA	N	Y	2560	52.15
NASHVILLE, TN	N	N	1536	46.38
ROME, GA	N	Y	240	24.29
TEXARKANA, TX	N	Y	1144	27.43
YAKIMA, WA	N	Y	3040	41.3

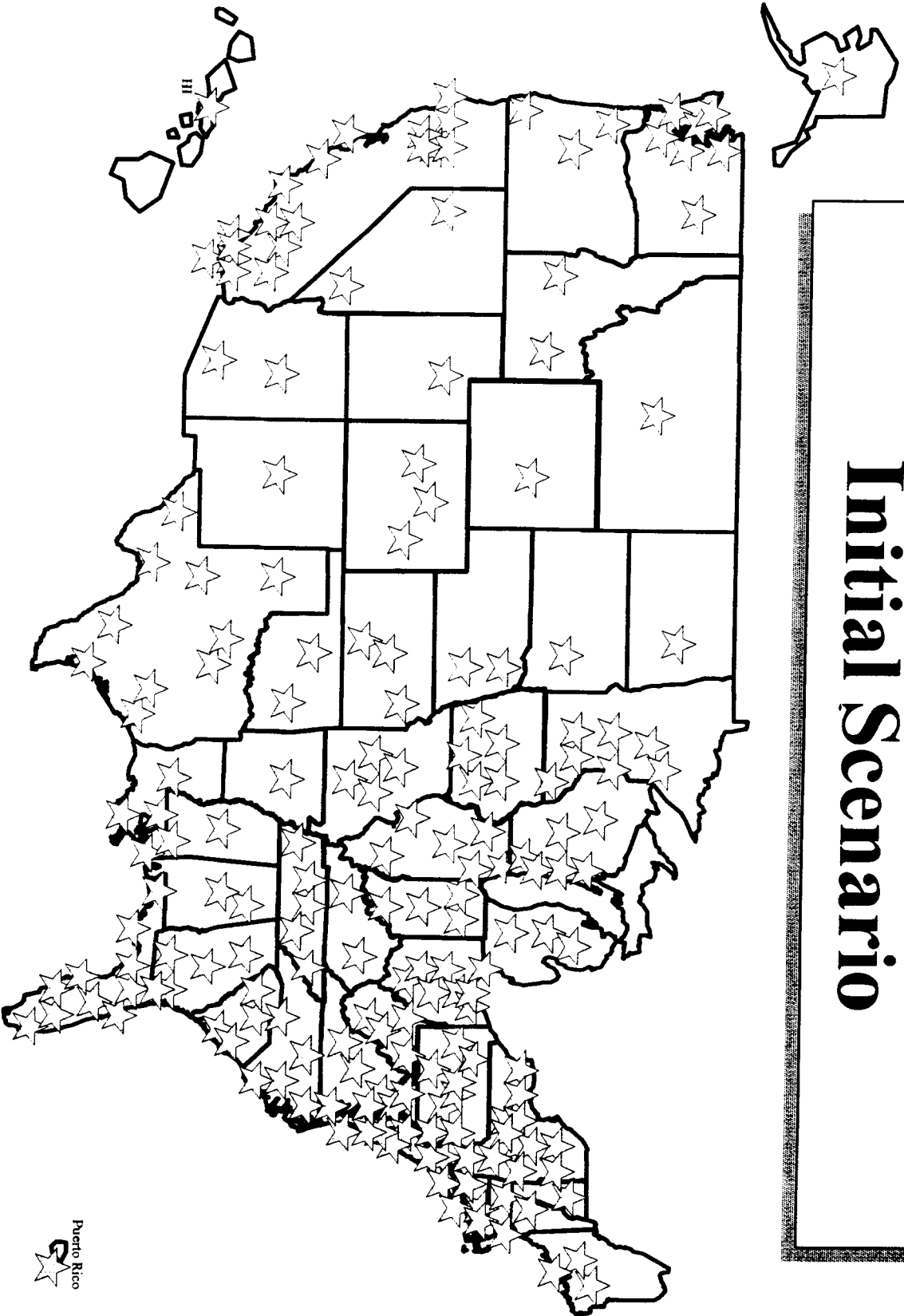
# Navy Reserve Centers



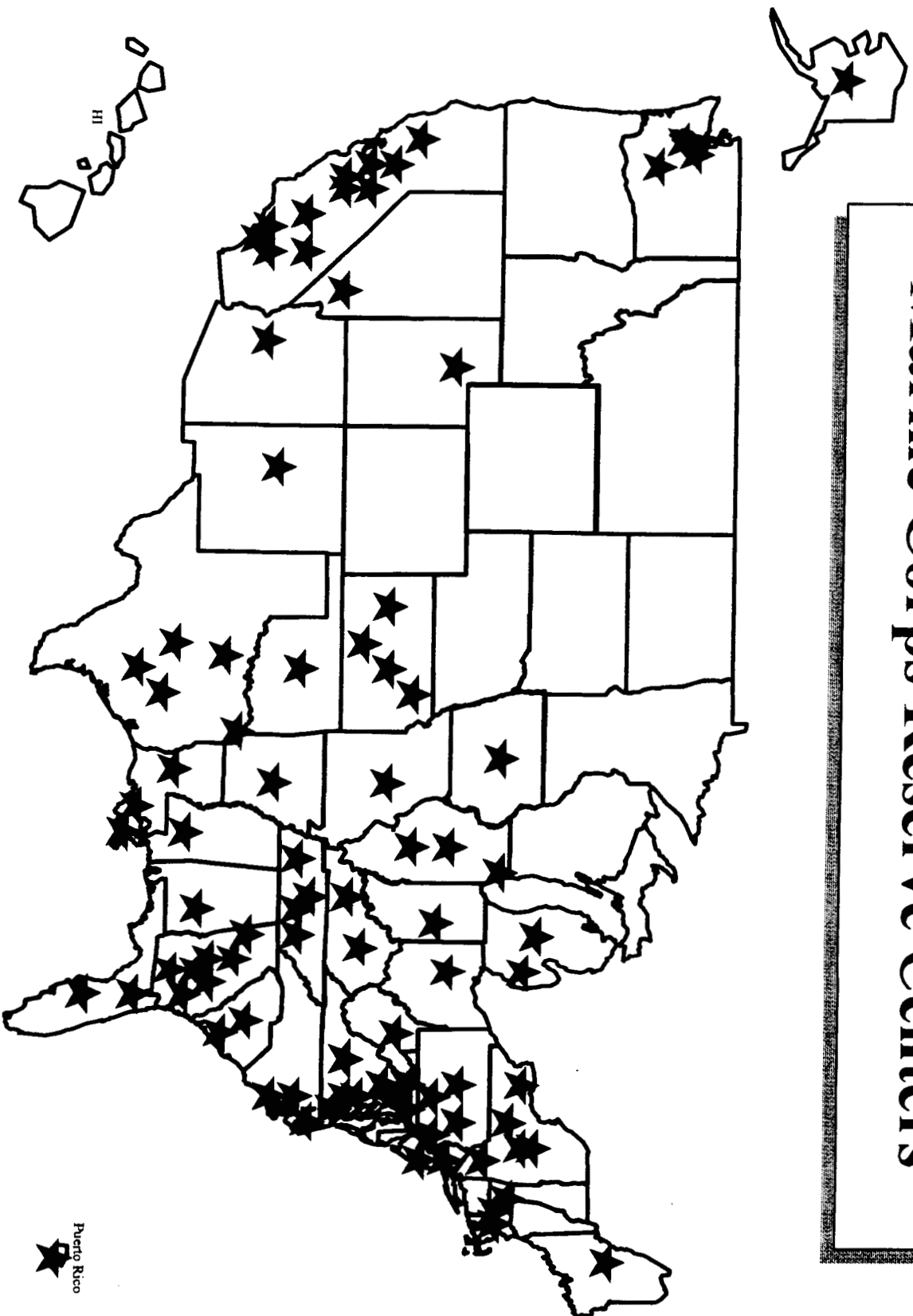
Puerto Rico  
★



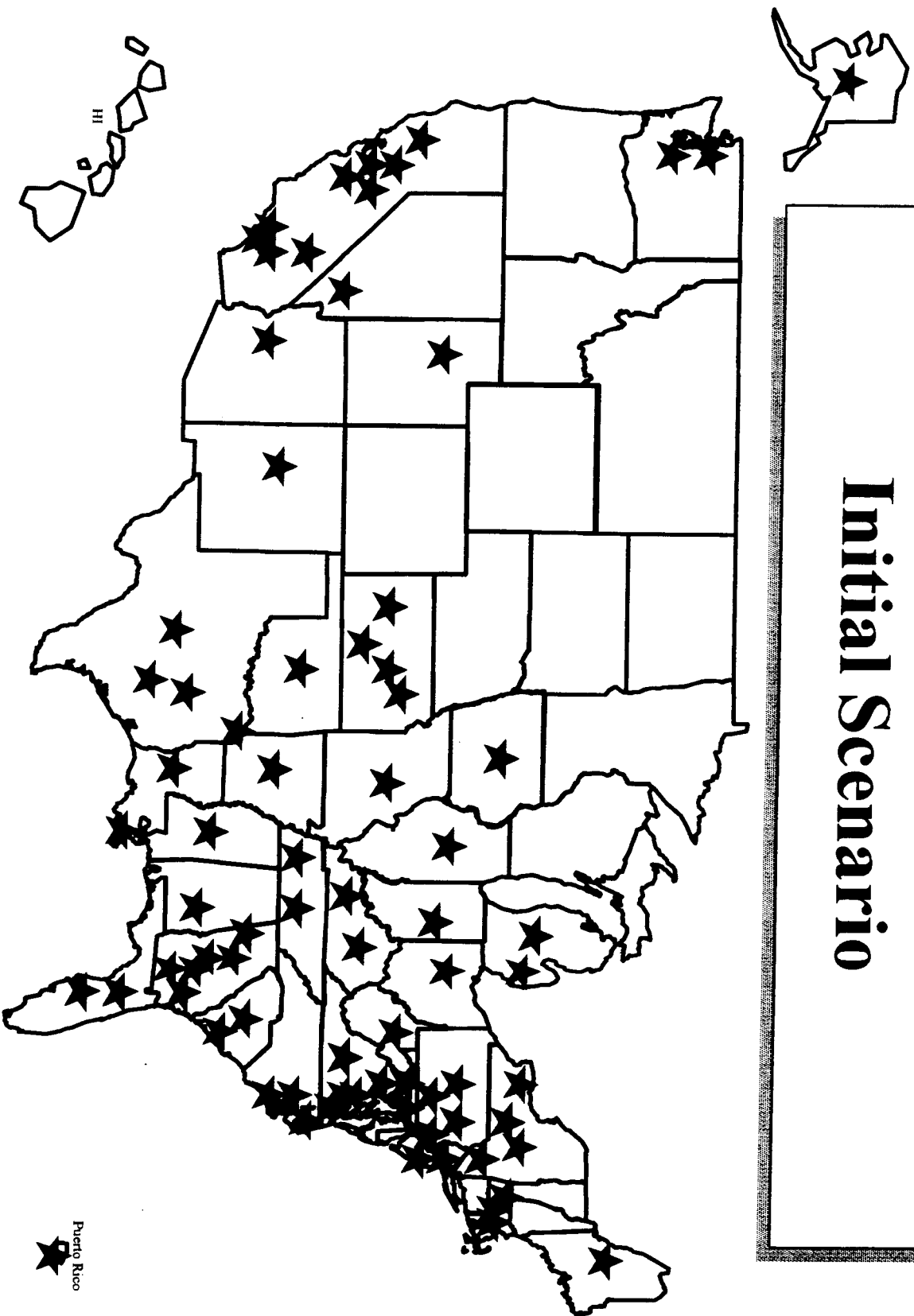
# Navy Reserve Centers Initial Scenario



# Marine Corps Reserve Centers



# Marine Corps Reserve Centers Initial Scenario



November 19, 1994

**ADMINISTRATIVE ACTIVITIES** -- changes/clarifications since last brief to the BSEC

Line 13 (1.45) -- Is 10% or less of activity work space allocated to overhead?

SpaWar now a 0 so lost 1.45

Line 26 (2.53) -- Have capital improvements been made to the facilities since 1988 in excess of \$5M?

SecNav now a 0 so lost 2.53

Line 34 (0.48) -- Is utilization rate of non-desktop computing assets 90% or more?

NSA, New Orleans now a 0 so lost .48

BUMED now a 0 so lost .48

NAVAUD now a 0 so lost .48

HQMC now a 0 so lost .48

MCSA, Kansas now a 0 so lost .48

CNO now a 0 so lost .48

NISMC now a 0 so lost .48

Line 35 (0.36) -- Is average age of activity's non-desk-top computing assets 8 yrs or less?

NSA, New Orleans now a 0 so lost .36

BUMED now a 0 so lost .36

HQMC now a 0 so lost .36

MCSA, Kansas now a 0 so lost .36

CNO now a 0 so lost .36

NISMC now a 0 so lost .36

Line 47 (2.53) -- Does the site have >90% of the listed MWR facilities?

BUPERS now a 0 so lost 2.53

Line 62 (0.72) -- Site operations or development plans are not constrained by laws applying to environmental factors.

SpaCmd, Dahlgren now a 0 so lost .72

Encl (4)

D	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y
2																								
3		AVG	HRO	NSA NO	NavFac	BuMed	NC&TC	SSP	NOTU	Intel	SpaWar	NavAir	NavSup	NAud	OGC	SecNav	BuPers	SpaCmd	HQMC	B & I	HHall	MCSA	1st MD	CNO
4		18.426	29.0	3.0	5.0	16.0	22.0	17.0	33.0	21.0	30.0	31.0	28.0	5.0	8.0	32.0	26.0	17.0	10.0	24.0	24.0	5.0	17.0	14.0
5	RANK		-5.5	3.8	3.7	1.0	-0.1	0.9	-15.2	0.1	-5.5	-6.3	-1.9	3.7	2.8	-12.4	-1.9	0.9	2.7	-1.8	-1.8	3.7	0.9	2.7
6	DIFF	13.9958	1.0	32.0	1.0	31.0	17.0	1.0	17.0	12.0	28.0	1.0	1.0	1.0	25.0	19.0	12.0	10.0	22.0	10.0	16.0	24.0	30.0	33.0
7			3.8	-7.5	3.8	-6.8	1.2	3.8	1.2	1.6	-3.5	3.8	3.8	3.8	-2.4	1.2	1.6	2.7	-0.9	2.7	1.4	-2.0	-4.5	-14.0
8	RANK	8.33226	18.0	1.0	1.0	1.0	30.0	18.0	18.0	18.0	1.0	30.0	32.0	18.0	18.0	1.0	32.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
9	DIFF		-1.9	2.8	2.8	2.8	-3.7	-1.9	-1.9	-1.9	2.8	-3.7	-8.3	-1.9	-1.9	2.8	-8.3	2.8	2.8	2.8	2.8	2.8	2.8	2.8
10		2.6784	1.0	22.0	28.0	22.0	1.0	14.0	1.0	14.0	1.0	1.0	1.0	31.0	1.0	1.0	14.0	1.0	22.0	14.0	1.0	22.0	14.0	22.0
11	RANK		0.6	-0.3	-0.3	-0.3	0.6	0.1	0.6	0.1	0.6	0.6	0.6	-1.7	0.6	0.6	0.1	0.6	-0.3	0.1	0.6	-0.3	0.1	-0.3
12	DIFF	0.52447	19.0	8.0	8.0	19.0	2.0	19.0	19.0	8.0	8.0	8.0	19.0	8.0	19.0	19.0	2.0	19.0	19.0	17.0	8.0	2.0	2.0	8.0
13			-0.5	0.4	0.4	-0.5	0.7	-0.5	-0.5	0.4	0.4	0.4	-0.5	0.4	-0.5	-0.5	0.7	-0.5	-0.5	-0.2	0.4	0.7	0.7	0.4
14	RANK	14.2588	8.0	6.0	8.0	8.0	8.0	8.0	1.0	8.0	8.0	4.0	2.0	8.0	8.0	8.0	5.0	30.0	8.0	8.0	8.0	6.0	32.0	8.0
15	DIFF		-0.0	0.8	-0.0	-0.0	-0.0	-0.0	6.8	-0.0	-0.0	2.6	5.4	-0.0	-0.0	-0.0	2.5	-3.4	-0.0	-0.0	-0.0	0.8	-4.7	-0.0
16		3.93591	4.0	4.0	4.0	4.0	25.0	25.0	3.0	4.0	4.0	1.0	4.0	25.0	4.0	4.0	4.0	32.0	4.0	31.0	4.0	1.0	4.0	4.0
17	RANK		0.2	0.2	0.2	0.2	-0.3	-0.3	0.2	0.2	0.2	0.6	0.2	-0.3	0.2	0.2	0.2	-0.8	0.2	-0.6	0.2	0.6	0.2	0.2
18	DIFF		58.69	72.55	60.58	64.14	53.86	62.49	60.11	61.33	60.88	57.20	64.32	65.12	65.55	57.50	57.50	57.50	57.50	57.50	57.50	57.50	57.50	57.50
19			25	17	2	28	20	14	31	16	29	22	18	9	19	30	28	13	8	12	11	5	27	32
20	RANK		27	16	2	26	21	14	32	17	28	23	19	9	20	30	25	13	7	12	11	3	29	31
21	DIFF																							
22																								
23	RANK																							
24	DIFF																							
25																								
26	RANK																							
27	PRIOR RANK																							
28																								

D	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK
2												
3	NDW	NISM	NETPMS	NavSea	LantSup	IPO	CPM	NCCA	Brig-C	OJAG	SCOTIA	
4	24.02	21.19	44.97	21.13	20.28	24.12	18.00	21.12	22.04	22.49	16.58	MISSION
5	1.0	10.0	20.0	10.0	15.0	1.0	23.0	10.0	8.0	4.0	28.0	
6	5.6	2.7	0.5	2.7	1.9	5.6	-0.4	2.7	2.8	3.7	-2.3	
7	14.15	0.44	11.58	1.15	15.00	17.76	17.76	15.00	13.07	11.02	11.02	FACILITIES
8	20.0	28.0	27.0	20.0	12.0	1.0	1.0	1.0	12.0	22.0	25.0	
9	0.2	-3.5	-2.6	0.2	1.6	3.8	3.8	3.8	1.6	-0.9	-2.4	
10	0.44	0.44	0.05	0.05	0.05	0.44	0.05	0.44	0.05	0.44	0.44	EDUCATION
11	18.0	18.0	1.0	1.0	1.0	18.0	1.0	18.0	1.0	18.0	18.0	
12	-1.9	-1.9	2.8	2.8	2.8	-1.9	2.8	-1.9	2.8	-1.9	-1.9	
13		2.41										COMPTONCEPERS
14	28.0	22.0	14.0	1.0	33.0	14.0	13.0	14.0	28.0	32.0	1.0	
15	-0.3	-0.3	0.1	0.6	-1.8	0.1	0.1	0.1	-0.3	-1.8	0.6	
16												EXPANSION
17	2.0	19.0	19.0	8.0	19.0	19.0	19.0	19.0	1.0	7.0	17.0	
18	0.7	-0.5	-0.5	0.4	-0.5	-0.5	-0.5	-0.5	1.0	0.4	-0.2	
19			11.71									CEL
20	8.0	8.0	29.0	8.0	31.0	8.0	8.0	8.0	3.0	8.0	33.0	
21	-0.0	-0.0	-2.5	-0.0	-4.6	-0.0	-0.0	-0.0	3.5	-0.0	-6.3	
22		1										ENVIRONMENT
23	4.0	4.0	24.0	4.0	33.0	25.0	25.0	25.0	23.0	4.0	4.0	
24	0.2	0.2	-0.1	0.2	-1.0	-0.3	-0.3	-0.3	-0.1	0.2	0.2	
25	68.58			68.81	60.33	68.82	67.45	65.93	73.51	63.21	49.88	TOTALS
26	7	24	23	4	21	3	6	10	1	15	33	
27	8	24	18	5	22	4	6	10	1	15	33	
28												

## ADMINISTRATIVE ACTIVITIES

Criteria										Installation Responses to M.V. Questions										
QUESTIONS										SCORE										
Cod	Qut	Pg	Qst	Im	No	No	R	F	M	C	Total	HRO	NSA NO	New fac	Build	NC&TC	SSP	NOTU	Inst	
MISSION																				
A1	1	31	11/2				1	0	1	0	10	9.20	1	1	1	1	1	1	0	1
A2	1	31	11/2				1	0	1	0	8	7.36	0	1	1	1	1	1	0	1
A3	3	31	11/2				1	0	1	0	3	2.76	1	1	1	0	0	0	0	0
A4	3	31	11/3				0	0	0	1	4	0.96	0	0	0	0	0	0	0	0
A5	2	31	11/3				0	0	0	1	6	1.45	0	1	0	1	0	0	0	0
A6	3	31	11/3				0	0	0	1	4	0.96	1	0	1	0	0	1	0	1
A7	2	31	11/3				0	0	0	1	6	1.45	0	1	0	1	0	0	1	0
A10	2	31	11/3				0	1	0	1	5	1.81	0	0	1	0	1	1	0	0
FACILITIES																				
B1	1	31	5 III 4 a,b				0	1	0	1	10	3.61	1	1	1	1	1	1	1	0
B2	3	31	5 III 4 b				0	1	0	1	4	1.45	0	0	0	0	0	0	0	0
B3	2	31	4 III 4 a				0	1	0	0	6	0.72	1	0	1	0	1	1	1	1
B4	3	31	4 III 4 a				0	1	0	0	4	0.48	0	0	0	0	0	0	0	0
B5	3	31	6 III 5				0	1	0	1	4	1.45	0	0	0	0	0	0	0	0
B6	2	31	6 III 5				0	1	0	1	7	2.53	0	0	0	0	0	0	0	0
B7	1	31	6 III 5				0	1	0	1	10	3.61	1	0	1	1	1	1	1	1
B8	3	30	6 III 5				0	1	0	1	4	1.45	0	1	0	0	0	0	0	0
B9	3	31	7 III 5a				0	1	0	1	4	1.45	0	1	0	0	0	0	0	0
B10	2	31	7 III 5a				0	1	0	1	4	1.45	0	1	0	0	0	0	0	0
B11	2	31	8 III 6				0	1	0	1	7	2.53	1	0	1	0	0	1	0	1
LOCATION																				
C1	1	31	11 III 7				1	0	1	0	7	6.44	1	1	1	1	1	0	1	1
C2	2	31	11 III 8				1	0	1	1	4	4.64	0	1	1	1	1	0	0	0
COMPUTING/ASSETS																				
D1	3	31	11/3				0	0	0	1	2	0.48	0	0	0	0	0	0	0	0
D2	3	31	11/3				0	0	0	1	4	0.96	1	1	1	1	1	1	1	1
D3	3	31	12 IV 9				0	0	0	1	2	0.48	1	0	0	0	1	0	1	0
D4	3	31	12 IV 9				0	1	0	1	1	0.36	1	0	0	0	1	1	1	1
D5	3	31	12 IV 9				0	1	0	1	4	1.45	1	1	1	1	1	1	1	1
EXPANSION AND MOBILIZATION																				
E1	2	31	13 IV 10				0	0	1	0	4	0.89	0	1	1	0	1	0	0	1
E2	3	30	6				0	1	1	0	1	0.34	0	0	0	0	1	0	0	0
E3	2	30	6 V n				0	1	1	0	1	0.34	0	0	0	0	0	0	0	0
QUALITY OF LIFE																				
F1	1	31	18 V g				0	1	0	1	6	2.17	1	1	1	1	1	1	1	1
F2	1	31	18 V a(1)				0	1	0	1	6	2.17	1	0	1	1	1	1	1	1
F3	2	31	17 V a(1)				0	1	0	1	6	2.17	0	0	0	0	0	0	0	0
F4	1	30	8				0	1	0	1	8	2.89	1	0	1	1	1	1	1	1
F5	1	30	8				0	1	0	1	6	2.17	1	1	1	1	1	1	1	1
F6	2	31	21 V b				0	1	0	1	7	2.53	0	0	0	0	0	0	0	0
F7	3	31	23 V d				0	1	0	1	4	1.45	1	1	1	1	1	1	1	1
F8	2	31	23 V d				0	1	0	1	6	2.17	0	1	0	0	0	0	0	0
F9	3	31	29 V i				1	0	0	1	4	3.75	0	1	0	0	0	0	1	0
F10	3	31	30 V j(1)				0	0	0	1	4	0.96	1	0	1	1	1	1	1	1
F11	3	31	31 V j(2)				0	0	0	1	4	0.96	1	1	1	1	1	1	1	1
F12	3	31	34 V j(3)				0	0	0	1	4	0.96	1	1	1	1	1	1	1	1
F13	1	31	33 V i m				0	0	0	1	4	0.96	1	1	1	1	1	1	1	1
F14	3	31	34 V n				0	0	0	1	6	1.45	0	1	0	0	0	0	1	0
F15	3	31	34 V n				0	0	0	1	1	0.24	1	0	1	1	1	1	0	1

# ADMINISTRATIVE ACTIVITIES

Cod	Qu	DC	Pg	Qst	QUESTIONS	Criteria				SCORE	Total	Installation Responses to M.V. Questions							
						R	F	M	C			HRO	NSA NO	NavFac	BuMed	NC&TC	SSP	NOTU	Intel
F16	3	31	34	V.n	Is the drug crime rate less than 402/100,000?	30	20	10	40										
G1	2	33	3	1	Site has no endangered/threatened species and biological habitats that restrict current operations.	0	0	0	1	1	0.24	0	0	0	0	0	0	0	0
G2	2	33	5	2	Site has no jurisdictional wetlands that currently restrict base operations or development plans.	0	1	0	0	6	0.72	1	1	1	1	1	1	1	1
G3	2	33	5	3	Site has no National Register cultural resources that constrain base ops or development plans.	0	1	0	0	6	0.72	1	1	1	1	1	1	1	1
G4	2	33	10	4	Site operations or development plans are not constrained by laws applying to environmental factors.	0	1	0	0	6	0.72	1	1	1	1	1	1	1	1
G5	2	33	10	5	Site is in an "attainment" or "maintenance" air quality control area for CO, Ozone, PM-10	0	1	0	0	6	0.72	1	1	1	1	1	1	1	1
G6	2	33	13	5g	Site operations or development have not been restricted due to air quality considerations.	0	1	0	0	4	0.48	0	0	0	0	0	0	1	0
G7	2	33	17	7g	Site has no Installation Restoration issues that restrict operations or development plans.	0	1	0	0	4	0.48	1	1	1	1	1	1	1	1
G8	3	33	10	5	Site has no significant maintenance dredging restrictions.	0	1	0	0	2	0.24	1	1	1	1	1	1	1	1
						7	32	9	35		100	58.7	62.3	72.5	58.5	60.6	64.1	53.9	62.5

## Installation Military Value Results

ACT	HRO	NSA N	NavFac	BuMed	NC&TC	SSP	NOTU	Intel
MIS	12.9	22.2	22.1	19.4	18.4	19.3	3.3	18.5
FAC	17.8	6.5	17.8	7.2	15.2	17.8	15.2	15.6
LOC	6.4	11.1	11.1	11.1	4.6	6.4	6.4	6.4
COMP	3.3	2.4	2.4	2.4	3.3	2.8	3.3	2.8
EXP	0.0	0.9	0.9	0.0	1.2	0.0	0.0	0.9
QOL	14.2	15.1	14.2	14.2	14.2	14.2	21.1	14.2
ENV	4.10	4.10	4.10	4.10	3.61	3.61	4.58	4.10
TOT	58.69	62.27	72.55	58.48	60.56	64.14	53.86	62.49



## ADMINISTRATIVE ACTIVITIES

	Cod	Qu	DC	Pg	Ost	QUESTIONS	Criteria				SCORE	Total								
		Im	No	No	Ltr		R	F	M	C			SpaWar	NevAir	NevSup	NAud	OGC	SecNav	BuPers	SpeCmc
							30	20	10	40		MV								
6	A					<b>MISSION:</b>														
7	A1	1	31	1	I.2	Does the Activity support multiple clients/customers?														
8	A2	1	31	1	I.2	Does 50% or more of the Activity's resources support multiple customers?	1	0	1	0	10	9.20	1	1	1	1	1	0	1	1
9	A3	3	31	1	I.2	Is the Activity located on the same installation or same metropolitan area as primary customers?	1	0	1	0	8	7.36	0	0	1	1	1	0	1	1
10	A4	3	31	1	I.3	Is 10% or less of the Activity's personnel performing overhead functions?	1	0	1	0	3	2.76	1	0	0	1	0	1	0	0
11	A5	2	31	1	I.3	Is 5% or less of the Activity's personnel performing overhead functions?	0	0	0	1	4	0.96	1	0	0	1	0	1	0	0
12	A6	3	31	1	I.3	Is 10% or less of Activity work space allocated to overhead?	0	0	0	1	6	1.45	0	1	0	0	1	0	0	0
13	A7	2	31	1	I.3	Is 5% or less of Activity work space allocated to overhead?	0	0	0	1	4	0.96	0	0	0	0	0	1	0	0
14	A10	2	31	1	I.3	Is the ratio of positions/billings to contract work-yr on site greater than 30:1?	0	0	0	1	6	1.45	0	1	0	0	1	0	0	0
15						<b>FACILITIES:</b>														
16	B1	1	31	5	II.4 a,b	Are all facilities government owned?	1	1	0	1	5	1.81	0	0	0	1	1	1	0	1
17	B2	3	31	5	II.4 b	Are all facilities government owned or leased for less than \$20.00 per sq foot?	0	1	0	1	10	3.61	1	1	1	1	1	1	0	1
18	B3	2	31	4	II.4 a	Is 90% or more of Admin., ADP, Legal Svcs., & Admin. Stor. space adequate?	0	1	0	1	4	1.45	0	0	0	0	0	1	0	1
19	B4	3	31	4	II.4 a	Is 70% or more of Admin., ADP, Legal Svcs., & Admin. Stor. space adequate?	0	1	0	0	6	0.72	1	1	1	1	1	1	1	0
20	B5	3	31	6	II.5	Are the funds required to correct building deficiencies less than \$1M?	0	1	0	0	4	0.48	0	0	0	0	0	0	0	0
21	B6	2	31	6	II.5	Are the funds required to correct building deficiencies less than \$500K?	0	1	0	1	4	1.45	0	0	0	0	0	0	0	0
22	B7	1	31	6	II.5	Are the funds required to correct building deficiencies \$0?	0	1	0	1	7	2.53	0	0	0	0	0	0	0	0
23	B8	3	30	8	6	Is the ratio of BEQ beds to seats in the messing facilities equal to or less than 4.34 TO 1?	0	1	0	1	10	3.61	1	1	1	1	1	1	1	1
24	B9	3	31	7	II.5a	Have capital improvements been made to the facilities since 1988 in excess of \$300K?	0	1	0	1	4	1.45	0	0	0	0	0	0	0	1
25	B10	2	31	7	II.5a	Have capital improvements been made to the facilities since 1988 in excess of \$5M?	0	1	0	1	4	1.45	0	0	0	0	0	0	0	1
26	B11	2	31	8	II.6	There are no facility conditions which negatively impact on the mission?	0	1	0	1	7	2.53	1	1	1	1	0	0	0	0
27						<b>LOCATION:</b>														
28	C1	1	31	11	III.7	Is the Activity's location important in performing its mission?	1	1	1	0	7	7.28	0	1	1	1	1	1	1	1
29	C2	2	31	11	III.8	Does Activity's location help in the hiring of qualified personnel?	1	0	1	0	7	6.44	1	0	0	1	1	1	0	1
30						<b>COMPUTING/ASSETS:</b>														
31	D1	3	31	1	I.3	Is the ratio of computers to personnel in overhead functions 1:2 or greater?	0	0	0	1	4	4.64	1	1	0	0	0	1	0	1
32	D2	3	31	1	I.3	Is the ratio of computers to personnel in overhead functions 1:1?	0	0	0	1	2	0.48	0	0	0	0	0	0	0	0
33	D3	3	31	12	IV.9	Is utilization rate of non-desktop computing assets 90% or more?	0	0	0	1	4	0.96	1	1	1	1	1	1	1	1
34	D4	3	31	12	IV.9	Is average age of Activity's non-desktop computing assets 8 yrs or less?	0	0	0	1	2	0.48	1	1	1	0	1	1	0	1
35	D5	3	31	12	IV.9	Is the average age of desktop computers 5 yrs or less?	0	1	0	1	1	0.36	1	1	1	0	1	1	0	1
36						<b>EXPANSION/AND MOBILIZATION:</b>														
37	E1	2	31	13	IV.10	Does the Activity have mobilization responsibilities?	0	2	0	0	4	1.45	1	1	1	0	1	1	1	1
38	E2	3	30	6	3	Does the Activity have space available for expansion?	0	0	1	0	4	0.89	1	1	0	1	0	0	1	0
39	E3	2	30	6	V.n	Does the activity have 10K or greater sf available for expansion at minimal or no configuration costs?	0	1	1	0	1	0.34	0	0	0	0	0	0	1	0
40						<b>QUALITY OF LIFE:</b>														
41	F1	1	31	18	V.g	Is there sufficient off base housing?	1	1	0	1	1	0.34	0	0	0	0	0	0	0	0
42	F2	1	31	18	V.a(1)	Do 90% or more of the housing units have all the required amenities?	0	1	0	1	6	2.17	1	1	1	1	1	1	1	1
43	F3	2	31	17	V.a(1)	Is the average wait for housing three months or less?	0	1	0	1	6	2.17	1	1	0	1	1	1	0	0
44	F4	1	30	8	6	Are 90% of BEQ rooms adequate?	0	1	0	1	6	2.17	0	0	0	0	0	0	0	0
45	F5	1	30	8	6	Are 90% of BOQ rooms adequate?	0	1	0	1	8	2.89	1	0	1	1	1	1	1	0
46	F6	2	31	21	V.b	Does the site have >90% of the listed MWR facilities?	0	1	0	1	6	2.17	1	0	1	1	1	1	0	1
47	F7	3	31	23	V.d	Are >90% of the child care facilities adequate?	0	1	0	1	7	2.53	0	1	0	0	0	0	0	0
48	F8	2	31	23	V.d	Is the average wait for 0-12 month child care <180 days	0	1	0	1	4	1.45	1	1	1	1	1	1	1	1
49	F9	3	31	29	V.i	Do more than 50% of military and civilian personnel live within a 30 minute commute?	0	1	0	1	6	2.17	0	0	1	0	0	0	1	0
50	F10	3	31	30	V.j(1)	Are local area educational institution programs adequate for military family members?	1	0	0	1	4	3.75	0	1	1	0	0	0	1	0
51	F11	3	31	31	V.j(2)	Are there educational opportunities at all college levels within a 30 mile radius?	0	0	0	1	4	0.96	1	1	1	1	1	1	1	1
52	F12	3	31	34	V.j(3)	Are college education courses available on the base?	0	0	0	1	4	0.96	1	1	1	1	1	1	1	1
53	F13	1	31	33	V.l,m	Do military family members have reasonable access to medical/dental facilities?	0	0	0	1	4	0.96	1	1	1	1	1	1	1	1
54	F14	3	31	34	V.n	Is the violent crime rate less than 785/100,000?	0	0	0	1	6	1.45	0	1	1	1	1	1	1	1
55	F15	3	31	34	V.n	Is the property crime rate less than 4902/100,000?	0	0	0	1	1	0.24	1	1	1	1	1	1	0	1
56							0	0	0	1	1	0.24	1	1	1	1	1	1	0	1

R=Readiness    F=Facilities    M=Mobilization    C=Cost

# ADMINISTRATIVE ACTIVITIES

Cod	Qu	DC	Pg	Qst	Ltr	QUESTIONS	Criteria				SCORE	Total								
							R	F	M	C			SpaWar	NavAir	NavSup	NAud	OGC	SecNav	BuPers	SpaCm
F16	3	31	34	V.n		Is the drug crime rate less than 402/100,000?	30	20	10	40										
G1	2	33	3	1		ENVIRONMENT	0	0	0	1	1	0.24	0	0	1	0	0	0	0	1
G2	2	33	5	2		Site has no endangered/threatened species and biological habitats that restrict current operations.	0	1	0	0	6	0.72	1	1	1	1	1	1	1	1
G3	2	33	5	3		Site has no jurisdictional wetlands that currently restrict base operations or development plans.	0	1	0	0	6	0.72	1	1	1	1	1	1	1	1
G4	2	33	10	4		Site has no National Register cultural resources that constrain base ops or development plans.	0	1	0	0	6	0.72	1	1	1	1	1	1	1	0
G5	2	33	10	5		Site operations or development plans are not constrained by laws applying to environmental factors.	0	1	0	0	6	0.72	1	1	1	1	1	1	1	0
G6	2	33	13	5g		Site is in an "attainment" or "maintenance" air quality control area for CO, Ozone, PM-10.	0	1	0	0	4	0.48	0	1	0	0	0	0	0	1
G7	2	33	17	7g		Site operations or development have not been restricted due to air quality considerations.	0	1	0	0	4	0.48	1	1	1	1	1	1	1	1
G8	3	33	10	5		Site has no Installation Restoration issues that restrict operations or development plans.	0	1	0	0	4	0.48	1	1	1	0	1	1	1	1
						Site has no significant maintenance dredging restrictions.	0	1	0	0	2	0.24	1	1	1	1	1	1	1	1
							7	32	9	35		100	56.9	60.1	61.3	66.0	60.9	53.9	57.0	64.3

ACT	SpaWar	NavAir	NavSup	NAud	OGC	SecNav	BuPers	SpaCm
MIS	12.9	12.1	16.6	22.1	21.3	6.0	16.6	19.3
FAC	10.5	17.8	17.8	17.8	11.6	15.2	15.6	16.7
LOC	11.1	4.6	0.0	6.4	6.4	11.1	0.0	11.1
COMP	3.3	3.3	3.3	1.0	3.3	3.3	2.8	3.3
EXP	0.9	0.9	0.0	0.9	0.0	0.0	1.2	0.0
QOL	14.2	16.9	19.7	14.2	14.2	14.2	16.8	10.8
ENV	4.10	4.58	4.10	3.61	4.10	4.10	4.10	3.13
TOT	56.94	60.11	61.33	65.98	60.88	53.90	57.02	64.32

## ADMINISTRATIVE ACTIVITIES

Cod	Qu	DC	Pg	Qst	QUESTIONS	Criteria				SCORE	Total	MV	HQMC	B & I	I-Hall	MCSA	1st MD	CNO	NDW	NISM
						R	F	M	C											
						30	20	10	40											
<b>MISSION</b>																				
A1	1	31	1	1.2	Does the Activity support multiple clients/customers?	1	0	1	0	10	9.20	1	1	1	1	1	1	1	1	1
A2	1	31	1	1.2	Does 50% or more of the Activity's resources support multiple customers?	1	0	1	0	8	7.36	1	0	0	1	1	1	1	1	1
A3	3	31	1	1.2	Is the Activity located on the same installation or same metropolitan area as primary customers?	1	0	1	0	3	2.76	1	1	1	1	0	1	1	1	1
A4	3	31	1	1.3	Is 10% or less of the Activity's personnel performing overhead functions?	0	0	0	1	4	0.96	0	0	0	0	0	0	0	0	0
A5	2	31	1	1.3	Is 5% or less of the Activity's personnel performing overhead functions?	0	0	0	1	6	1.45	0	1	1	1	0	0	0	1	0
A6	3	31	1	1.3	Is 10% or less of Activity work space allocated to overhead?	0	0	0	1	4	0.96	0	0	0	1	1	0	0	0	0
A7	2	31	1	1.3	Is 5% or less of Activity work space allocated to overhead?	0	0	0	1	6	1.45	0	1	1	0	0	0	0	1	0
A10	2	31	1	1.3	Is the ratio of positions/billets to contract work-yr on site greater than 30:1?	0	1	0	1	5	1.81	1	1	1	1	1	1	1	1	1
<b>FACILITIES</b>																				
B1	1	31	5	II 4 a,b	Are all facilities government owned?	0	1	0	1	10	3.61	0	1	1	0	0	0	0	1	1
B2	3	31	5	II 4 b	Are all facilities government owned or leased for less than \$ 20.00 per sq foot?	0	1	0	1	4	1.45	0	0	0	1	0	0	0	0	0
B3	2	31	4	II 4 a	Is 90% or more of Admin., ADP, Legal Svcs., & Admin. Stor. space adequate?	0	1	0	0	6	0.72	1	1	0	1	1	0	1	1	1
B4	3	31	4	II 4 a	Is 70% or more of Admin., ADP, Legal Svcs., & Admin. Stor. space adequate?	0	1	0	0	4	0.48	0	0	1	0	0	0	0	0	0
B5	3	31	6	II 5	Are the funds required to correct building deficiencies less than \$1M?	0	1	0	1	4	1.45	0	0	0	0	0	1	0	0	0
B6	2	31	6	II 5	Are the funds required to correct building deficiencies less than \$500K?	0	1	0	1	7	2.53	0	0	0	1	0	0	0	0	0
B7	1	31	6	II 5	Are the funds required to correct building deficiencies \$0?	0	1	0	1	10	3.61	1	1	0	0	0	0	0	0	1
B8	3	30	8	6	Is the ratio of BEQ beds to seats in the messing facilities equal to or less than 4.34 TO 1?	0	1	0	1	4	1.45	1	1	1	0	0	0	0	0	0
B9	3	31	7	II 5a	Have capital improvements been made to the facilities since 1988 in excess of \$300K?	0	1	0	1	4	1.45	0	0	0	0	0	0	0	0	0
B10	2	31	7	II 5a	Have capital improvements been made to the facilities since 1988 in excess of \$5M?	0	1	0	1	7	2.53	0	0	1	0	0	0	0	1	1
B11	2	31	8	II 6	There are no facility conditions which negatively impact on the mission?	1	1	1	0	7	7.28	1	1	1	1	1	0	1	0	0
<b>LOCATION</b>																				
C1	1	31	11	III 7	Is the Activity's location important in performing its mission?	1	0	1	0	7	6.44	1	1	1	1	1	1	1	1	1
C2	2	31	11	III 8	Does Activity's location help in the hiring of qualified personnel?	1	0	1	1	4	4.64	1	1	1	1	1	1	1	1	1
<b>COMPUTING/ASSETS</b>																				
D1	3	31	1	1.3	Is the ratio of computers to personnel in overhead functions 1:2 or greater?	0	0	0	1	2	0.48	0	0	0	0	1	0	0	0	0
D2	3	31	1	1.3	Is the ratio of computers to personnel in overhead functions 1:1?	0	0	0	1	4	0.96	1	1	1	1	0	1	1	1	1
D3	3	31	12	IV 9	Is utilization rate of non-desktop computing assets 90% or more?	0	0	0	1	2	0.48	0	0	1	0	1	0	0	0	0
D4	3	31	12	IV 9	Is average age of Activity's non-desktop computing assets 8 yrs or less?	0	1	0	1	1	0.36	0	1	1	0	1	0	0	0	0
D5	3	31	12	IV 9	Is the average age of desktop computers 5 yrs or less?	0	1	0	1	4	1.45	1	1	1	1	1	1	1	1	1
<b>EXPANSION AND MOBILIZATION</b>																				
E1	2	31	13	IV 10	Does the Activity have mobilization responsibilities?	0	0	1	0	4	0.89	0	0	1	1	1	1	1	1	0
E2	3	30	6	3	Does the Activity have space available for expansion?	0	1	1	0	1	0.34	0	1	0	1	1	0	1	0	0
E3	2	30	6	V n	Does the activity have 10K or greater sf available for expansion at minimal or no configuration costs?	0	1	1	0	1	0.34	0	0	0	0	0	0	0	0	0
<b>QUALITY OF LIFE</b>																				
F1	1	31	18	V g	Is there sufficient off base housing?	0	1	0	1	6	2.17	1	1	1	1	1	1	1	1	1
F2	1	31	18	V a(1)	Do 90% or more of the housing units have all the required amenities?	0	1	0	1	6	2.17	1	1	1	1	1	0	1	1	1
F3	2	31	17	V a(1)	Is the average wait for housing three months or less?	0	1	0	1	6	2.17	0	0	0	0	0	0	0	0	0
F4	1	30	8	6	Are 90% of BEQ rooms adequate?	0	1	0	1	8	2.89	1	1	1	1	1	0	1	1	1
F5	1	30	8	6	Are 90% of BOQ rooms adequate?	0	1	0	1	6	2.17	1	1	1	1	1	0	1	1	1
F6	2	31	21	V b	Does the site have >90% of the listed MWR facilities?	0	1	0	1	7	2.53	0	0	0	0	0	0	0	0	0
F7	3	31	23	V d	Are >90% of the child care facilities adequate?	0	1	0	1	4	1.45	1	1	1	0	0	1	1	1	1
F8	2	31	23	V d	Is the average wait for 0-12 month child care <180 days?	0	1	0	1	6	2.17	0	0	0	0	0	0	0	0	0
F9	3	31	29	V i	Do more than 50% of military and civilian personnel live within a 30 minute commute?	1	0	0	1	4	3.75	0	0	0	1	1	0	0	0	0
F10	3	31	30	V j(1)	Are local area educational institution programs adequate for military family members?	0	0	0	1	4	0.96	1	1	1	1	1	1	1	1	1
F11	3	31	31	V j(2)	Are there educational opportunities at all college levels within a 30 mile radius?	0	0	0	1	4	0.96	1	1	1	1	1	1	1	1	1
F12	3	31	34	V j(3)	Are college education courses available on the base?	0	0	0	1	4	0.96	1	1	1	1	1	1	1	1	1
F13	1	31	33	V i,m	Do military family members have reasonable access to medical/dental facilities?	0	0	0	1	6	1.45	0	0	0	0	1	0	1	1	1
F14	3	31	34	V n	Is the violent crime rate less than 785/100,000?	0	0	0	1	1	0.24	1	1	1	0	0	1	0	0	0
F15	3	31	34	V n	Is the property crime rate less than 4902/100,000?	0	0	0	1	1	0.24	1	1	1	0	0	1	1	1	1

R=Readiness F=Facilities M=Mobilization C=Cost

## ADMINISTRATIVE ACTIVITIES

Cod	Qst	DC	Pg	Qst	Ltr	QUESTIONS	Criteria				SCORE	Total								
							R	F	M	C			HQMC	B & I	HHall	MCSA	1st MD	CNO	NDW	NISMC
F16	3	31	34	V.n		Is the drug crime rate less than 402/100,000?	30	20	10	40	1	0.24	0	0	0	0	1	0	0	0
G1	2	33	3	1		ENVIRONMENT	0	0	0	0	0	66	0	0	0	0	1	0	0	0
G2	2	33	5	2		Site has no endangered/threatened species and biological habitats that restrict current operations.	0	1	0	0	6	0.72	1	1	1	1	1	1	1	1
G3	2	33	5	3		Site has no jurisdictional wetlands that currently restrict base operations or development plans.	0	1	0	0	6	0.72	1	1	1	1	1	1	1	1
G4	2	33	10	4		Site has no National Register cultural resources that constrain base ops or development plans.	0	1	0	0	6	0.72	1	0	1	1	1	1	1	1
G5	2	33	10	5		Site operations or development plans are not constrained by laws applying to environmental factors.	0	1	0	0	6	0.72	1	1	1	1	1	1	1	1
G6	2	33	13	5g		Site is in an "attainment" or "maintenance" air quality control area for CO, Ozone, PM-10.	0	1	0	0	4	0.48	0	0	0	1	0	0	0	0
G7	2	33	17	7g		Site operations or development have not been restricted due to air quality considerations.	0	1	0	0	4	0.48	1	1	1	1	1	1	1	1
G8	3	33	10	5		Site has no Installation Restoration issues that restrict operations or development plans.	0	1	0	0	4	0.48	1	1	1	1	1	1	1	1
						Site has no significant maintenance dredging restrictions.	0	1	0	0	2	0.24	1	1	1	1	1	1	1	1
							7	32	9	35		100	66.0	65.1	65.6	68.5	57.5	53.8	66.6	58.8

ACT	HQMC	B & I	HHall	MCSA	1st MD	CNO	NDW	NISMC
MIS	21.1	16.7	16.7	22.1	19.3	21.1	24.0	21.1
FAC	13.1	16.7	15.4	12.0	9.5	0.0	14.2	10.5
LOC	11.1	11.1	11.1	11.1	11.1	11.1	6.4	6.4
COMP	2.4	2.8	3.3	2.4	2.8	2.4	2.4	2.4
EXP	0.0	0.3	0.9	1.2	1.2	0.9	1.2	0.0
QOL	14.2	14.2	14.2	15.1	9.5	14.2	14.2	14.2
ENV	4.10	3.37	4.10	4.58	4.10	4.10	4.10	4.10
TOT	66.00	65.12	65.55	68.45	57.50	53.62	66.56	58.77

# ADMINISTRATIVE ACTIVITIES

Cod	Qm	DC	Pg	Qst	QUESTIONS	Criteria				SCORE	Total	NETPMS	NavSea	LandSup	IPO	CPM	NCCA	Brig-C	OJAG
						R	F	M	C										
						30	20	10	40										
<b>MISSION</b>																			
A1	1	31	1	1.2	Does the Activity support multiple clients/customers?	1	0	1	0	10	9.20	1	1	1	1	1	1	1	1
A2	1	31	1	1.2	Does 50% or more of the Activity's resources support multiple customers?	1	0	1	0	8	7.36	1	1	1	1	1	1	1	1
A3	3	31	1	1.2	Is the Activity located on the same installation or same metropolitan area as primary customers?	1	0	1	0	3	2.76	0	1	1	1	0	1	0	1
A4	3	31	1	1.3	Is 10% or less of the Activity's personnel performing overhead functions?	0	0	0	1	4	0.96	1	0	0	0	0	0	0	0
A5	2	31	1	1.3	Is 5% or less of the Activity's personnel performing overhead functions?	0	0	0	1	6	1.45	0	0	0	1	1	0	1	0
A6	3	31	1	1.3	Is 10% or less of Activity work space allocated to overhead?	0	0	0	1	4	0.96	0	0	1	0	0	0	0	1
A7	2	31	1	1.3	Is 5% or less of Activity work space allocated to overhead?	0	0	0	1	6	1.45	1	0	0	1	0	0	1	0
A10	2	31	1	1.3	Is the ratio of positions/billets to contract work-yrs on site greater than 30:1?	0	1	0	1	5	1.81	0	1	0	1	0	1	1	1
<b>FACILITIES</b>																			
B1	1	31	5	II 4.a.b	Are all facilities government owned?	0	1	0	1	10	3.61	1	1	1	1	1	1	1	0
B2	3	31	5	II 4.b	Are all facilities government owned or leased for less than \$ 20.00 per sq foot?	0	1	0	1	4	1.45	0	0	0	0	0	0	0	1
B3	2	31	4	II 4.a	Is 90% or more of Admin., ADP, Legal Svcs., & Admin. Stor. space adequate?	0	1	0	0	6	0.72	0	1	1	1	1	1	1	1
B4	3	31	4	II 4.a	Is 70% or more of Admin., ADP, Legal Svcs., & Admin. Stor. space adequate?	0	1	0	0	4	0.48	1	0	0	0	0	0	0	0
B5	3	31	6	II.5	Are the funds required to correct building deficiencies less than \$1M?	0	1	0	1	4	1.45	0	0	0	0	0	0	0	0
B6	2	31	6	II.5	Are the funds required to correct building deficiencies less than \$500K?	0	1	0	1	7	2.53	0	0	1	0	0	0	1	0
B7	1	31	6	II.5	Are the funds required to correct building deficiencies \$0?	0	1	0	1	10	3.61	0	0	0	1	1	1	0	1
B8	3	30	8	6	Is the ratio of BEQ beds to seats in the messing facilities equal to or less than 4.34 TO 1?	0	1	0	1	4	1.45	0	0	1	0	0	0	0	0
B9	3	31	7	II 5a	Have capital improvements been made to the facilities since 1988 in excess of \$300K?	0	1	0	1	4	1.45	0	0	0	0	0	0	1	0
B10	2	31	7	II 5a	Have capital improvements been made to the facilities since 1988 in excess of \$5M?	0	1	0	1	7	2.53	0	1	0	1	1	1	0	0
B11	2	31	8	II 6	There are no facility conditions which negatively impact on the mission?	1	1	1	0	7	7.28	1	1	1	1	1	1	1	1
<b>LOCATION</b>																			
C1	1	31	11	III.7	Is the Activity's location important in performing its mission?	1	0	1	0	7	6.44	1	1	1	1	1	1	1	1
C2	2	31	11	III.8	Does Activity's location help in the hiring of qualified personnel?	1	0	1	1	4	4.84	1	1	1	0	1	0	1	0
<b>COMPUTING/ASSETS</b>																			
D1	3	31	1	1.3	Is the ratio of computers to personnel in overhead functions 1:2 or greater?	0	0	0	1	2	0.48	0	0	0	0	0	1	0	0
D2	3	31	1	1.3	Is the ratio of computers to personnel in overhead functions 1:1?	0	0	0	1	4	0.96	1	1	0	1	1	0	1	1
D3	3	31	12	IV.9	Is utilization rate of non-desktop computing assets 90% or more?	0	0	0	1	2	0.48	0	1	1	0	0	1	0	0
D4	3	31	12	IV.9	Is average age of Activity's non-desktop computing assets 8 yrs or less?	0	1	0	1	1	0.36	1	1	1	1	1	1	0	0
D5	3	31	12	IV.9	Is the average age of desktop computers 5 yrs or less?	0	1	0	1	4	1.45	1	1	0	1	1	1	1	1
<b>EXPANSION/AND MOBILIZATION</b>																			
E1	2	31	13	IV.10	Does the Activity have mobilization responsibilities?	0	0	1	0	4	0.89	0	1	0	0	0	0	1	1
E2	3	30	6	3	Does the Activity have space available for expansion?	0	1	1	0	1	0.34	0	0	0	0	0	0	1	0
E3	2	30	6	V.n	Does the activity have 10K or greater sf available for expansion at minimal or no configuration costs?	0	1	1	0	1	0.34	0	0	0	0	0	0	1	0
<b>QUALITY OF LIFE</b>																			
F1	1	31	18	V.g	Is there sufficient off base housing?	0	1	0	1	6	2.17	1	1	1	1	1	1	1	1
F2	1	31	18	V.a(1)	Do 90% or more of the housing units have all the required amenities?	0	1	0	1	6	2.17	0	1	0	1	1	1	1	1
F3	2	31	17	V.a(1)	Is the average wait for housing three months of less?	0	1	0	1	6	2.17	0	0	0	0	0	0	0	0
F4	1	30	8	6	Are 90% of BEQ rooms adequate?	0	1	0	1	8	2.89	0	1	1	1	1	1	1	1
F5	1	30	8	6	Are 90% of BOQ rooms adequate?	0	1	0	1	6	2.17	0	1	0	1	1	1	0	1
F6	2	31	21	V.b	Does the site have >90% of the listed MWR facilities?	0	1	0	1	7	2.53	0	0	0	0	0	0	0	0
F7	3	31	23	V.d	Are >90% of the child care facilities adequate?	0	1	0	1	4	1.45	1	1	1	1	1	1	0	1
F8	2	31	23	V.d	Is the average wait for 0-12 month child care <180 days	0	1	0	1	6	2.17	0	0	0	0	0	0	1	0
F9	3	31	29	V.i	Do more than 50% of military and civilian personnel live within a 30 minute commute?	1	0	0	1	4	3.75	1	0	0	0	0	0	1	0
F10	3	31	30	V.j(1)	Are local area educational institution programs adequate for military family members?	0	0	0	1	4	0.96	1	1	1	1	1	1	1	1
F11	3	31	31	V.j(2)	Are there educational opportunities at all college levels within a 30 mile radius?	0	0	0	1	4	0.96	1	1	1	1	1	1	1	1
F12	3	31	34	V.j(3)	Are college education courses available on the base?	0	0	0	1	4	0.96	1	1	1	1	1	1	1	1
F13	1	31	33	V.l,m	Do military family members have reasonable access to medical/dental facilities?	0	0	0	1	6	1.45	1	0	0	0	0	0	1	0
F14	3	31	34	V.n	Is the violent crime rate less than 785/100,000?	0	0	0	1	1	0.24	0	1	1	1	1	1	0	1
F15	3	31	34	V.n	Is the property crime rate less than 4902/100,000?	0	0	0	1	1	0.24	0	1	0	1	1	1	0	1

R=Readiness F=Facilities M=Mobilization C=Cost

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## ADMINISTRATIVE ACTIVITIES

Cod	Qr Im	DC No	Pg No	Qst Ltr	QUESTIONS	Criteria				SCORE	Total										
						R	F	M	C			MV	NETPMS	NavSea	LentSup	IPO	CPM	NCCA	Brig-C	OJAG	
F16	3	31	34	V.n	Is the drug crime rate less than 402/100,000?	30	20	10	40	1	1	0.24	0	0	0	0	0	0	1	0	
<b>ENVIRONMENT</b>						0	0	0	0	0	0	0.00	0	0	0	0	0	0	0	0	
G1	2	33	3	1	Site has no endangered/threatened species and biological habitats that restrict current operations.	0	1	0	0	6	0.72	1	1	1	1	1	1	1	1	1	
G2	2	33	5	2	Site has no jurisdictional wetlands that currently restrict base operations or development plans.	0	1	0	0	6	0.72	0	1	1	1	1	1	0	1	1	
G3	2	33	5	3	Site has no National Register cultural resources that constrain base ops or development plans.	0	1	0	0	6	0.72	1	1	0	1	1	1	1	1	1	
G4	2	33	10	4	Site operations or development plans are not constrained by laws applying to environmental factors.	0	1	0	0	6	0.72	1	1	1	1	1	1	1	1	1	
G5	2	33	10	5	Site is in an "attainment" or "maintenance" air quality control area for CO, Ozone, PM-10.	0	1	0	0	4	0.48	1	0	0	0	0	0	1	0	0	
G6	2	33	13	5g	Site operations or development have not been restricted due to air quality considerations.	0	1	0	0	4	0.48	1	1	1	1	1	1	1	1	1	
G7	2	33	17	7g	Site has no Installation Restoration issues that restrict operations or development plans.	0	1	0	0	4	0.48	1	1	0	0	0	0	1	1	1	
G8	3	33	10	5	Site has no significant maintenance dredging restrictions.	0	1	0	0	2	0.24	1	1	1	1	1	1	1	1	1	
						7	32	9	35		100	59.8	68.8	60.3	68.8	67.5	65.9	73.5	63.2		

ACT	NETPMS	NavSea	LentSu	IPO	CPM	NCCA	Brig-C	OJAG
MIS	19.0	21.1	20.3	24.0	18.0	21.1	21.3	22.1
FAC	11.4	14.2	15.6	17.8	17.8	17.8	15.6	13.1
LOC	11.1	11.1	11.1	6.4	11.1	6.4	11.1	6.4
COMP	2.8	3.3	0.8	2.8	2.8	2.8	2.4	2.4
EXP	0.0	0.9	0.0	0.0	0.0	0.0	1.6	0.9
QOL	11.7	14.2	9.6	14.2	14.2	14.2	17.7	14.2
ENV	3.86	4.10	2.89	3.61	3.61	3.61	3.86	4.10
TOT	59.76	68.61	60.33	68.62	67.45	65.93	73.51	63.21

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## ADMINISTRATIVE ACTIVITIES

Cod	Qr	DC	Pg	Qst	QUESTIONS	Criteria				SCORE	Total	
Im	No	No	Ltr			R	F	M	C		MV	SCOTIA
						30	20	10	40			
A1	1	31	1	1.2	Does the Activity support multiple clients/customers?	1	0	1	0	10	9.20	1
A2	1	31	1	1.2	Does 50% or more of the Activity's resources support multiple customers?	1	0	1	0	8	7.36	0
A3	3	31	1	1.2	Is the Activity located on the same installation or same metropolitan area as primary customers?	1	0	1	0	3	2.78	1
A4	3	31	1	1.3	Is 10% or less of the Activity's personnel performing overhead functions?	0	0	0	1	4	0.96	1
A5	2	31	1	1.3	Is 5% or less of the Activity's personnel performing overhead functions?	0	0	0	1	6	1.45	0
A6	3	31	1	1.3	Is 10% or less of Activity work space allocated to overhead?	0	0	0	1	4	0.96	0
A7	2	31	1	1.3	Is 5% or less of Activity work space allocated to overhead?	0	0	0	1	6	1.45	1
A10	2	31	1	1.3	Is the ratio of positions/billets to contract work-yrs on site greater than 30:1?	0	1	0	1	5	1.81	1
B1	1	31	5	II.4 a,b	Are all facilities government owned?	0	1	0	1	10	3.61	1
B2	3	31	5	II.4 b	Are all facilities government owned or leased for less than \$ 20.00 per sq foot?	0	1	0	1	4	1.45	0
B3	2	31	4	II.4 a	Is 90% or more of Admin., ADP, Legal Svcs., & Admin. Stor. space adequate?	0	1	0	0	6	0.72	1
B4	3	31	4	II.4 a	Is 70% or more of Admin., ADP, Legal Svcs., & Admin. Stor. space adequate?	0	1	0	0	4	0.48	0
B5	3	31	6	II.5	Are the funds required to correct building deficiencies less than \$1M?	0	1	0	1	4	1.45	0
B6	2	31	6	II.5	Are the funds required to correct building deficiencies less than \$500K?	0	1	0	1	7	2.53	0
B7	1	31	6	II.5	Are the funds required to correct building deficiencies \$0?	0	1	0	1	10	3.61	0
B8	3	30	8	6	Is the ratio of BEQ beds to seats in the messing facilities equal to or less than 4.34 TO 1?	0	1	0	1	4	1.45	0
B9	3	31	7	II.5a	Have capital improvements been made to the facilities since 1988 in excess of \$300K?	0	1	0	1	4	1.45	0
B10	2	31	7	II.5a	Have capital improvements been made to the facilities since 1988 in excess of \$5M?	0	1	0	1	7	2.53	0
B11	2	31	8	II.6	There are no facility conditions which negatively impact on the mission?	1	1	1	0	7	7.28	1
C1	1	31	11	III.7	Is the Activity's location important in performing its mission?	1	0	1	0	7	6.44	1
C2	2	31	11	III.8	Does Activity's location help in the hiring of qualified personnel?	1	0	1	1	4	4.64	0
D1	3	31	1	I.3	Is the ratio of computers to personnel in overhead functions 1.2 or greater?	0	0	0	1	2	0.48	0
D2	3	31	1	I.3	Is the ratio of computers to personnel in overhead functions 1:1?	0	0	0	1	4	0.96	1
D3	3	31	12	IV.9	Is utilization rate of non-desktop computing assets 90% or more?	0	0	0	1	2	0.48	1
D4	3	31	12	IV.9	Is average age of Activity's non-desktop computing assets 8 yrs or less?	0	1	0	1	1	0.36	1
D5	3	31	12	IV.9	Is the average age of desktop computers 5 yrs or less?	0	1	0	1	4	1.45	1
E1	2	31	13	IV.10	Does the Activity have mobilization responsibilities?	0	0	1	0	4	0.89	0
E2	3	30	6	3	Does the Activity have space available for expansion?	0	1	1	0	1	0.34	1
E3	2	30	6	V.n	Does the activity have 10K or greater sf available for expansion at minimal or no configuration costs?	0	1	1	0	1	0.34	0
F1	1	31	18	V.g	Is there sufficient off base housing?	0	1	0	1	6	2.17	1
F2	1	31	18	V.a(1)	Do 90% or more of the housing units have all the required amenities?	0	1	0	1	6	2.17	1
F3	2	31	17	V.a(1)	Is the average wait for housing three months or less?	0	1	0	1	6	2.17	0
F4	1	30	8	6	Are 90% of BEQ rooms adequate?	0	1	0	1	8	2.89	0
F5	1	30	8	6	Are 90% of BOQ rooms adequate?	0	1	0	1	6	2.17	0
F6	2	31	21	V.b	Does the site have >90% of the listed MWR facilities?	0	1	0	1	7	2.53	0
F7	3	31	23	V.d	Are >90% of the child care facilities adequate?	0	1	0	1	4	1.45	0
F8	2	31	23	V.d	Is the average wait for 0-12 month child care <180 days?	0	1	0	1	6	2.17	0
F9	3	31	29	V.i	Do more than 50% of military and civilian personnel live within a 30 minute commute?	1	0	0	1	4	0.96	1
F10	3	31	30	V.j(1)	Are local area educational institution programs adequate for military family members?	0	0	0	1	4	0.96	1
F11	3	31	31	V.j(2)	Are there educational opportunities at all college levels within a 30 mile radius?	0	0	0	1	4	0.96	1
F12	3	31	34	V.j(3)	Are college education courses available on the base?	0	0	0	1	4	0.96	1
F13	1	31	33	V.l.m	Do military family members have reasonable access to medical/dental facilities?	0	0	0	1	6	1.45	0
F14	3	31	34	V.n	Is the violent crime rate less than 785/100,000?	0	0	0	1	1	0.24	1
F15	3	31	34	V.n	Is the property crime rate less than 4902/100,000?	0	0	0	1	1	0.24	1

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	AW	AX
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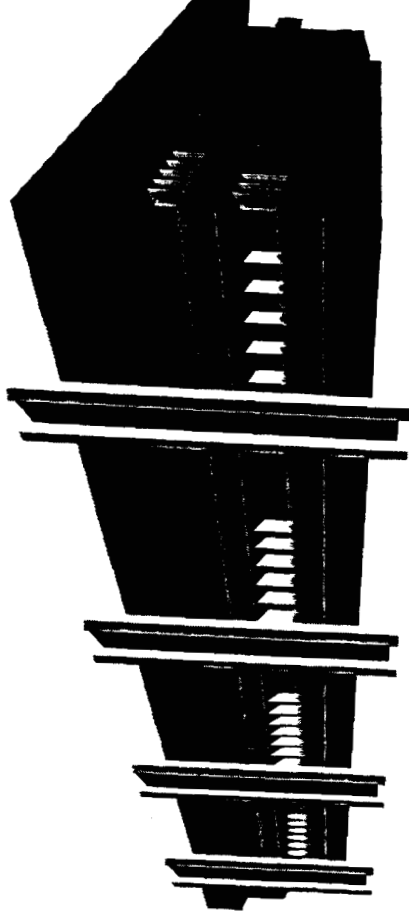
# ADMINISTRATIVE ACTIVITIES

Cod	Qc	DC	Pg	Qst	QUESTIONS	Criteria	R	F	M	C	SCORE	Total	
Im	No	No	Ltr				30	20	10	40		MV	SCOTIA
F16	3	31	34	V.n	Is the drug crime rate less than 402/100,000?		0	0	0	1	1	0.24	1
G1	2	33	3	1	Site has no endangered/threatened species and biological habitats that restrict current operations.		0	1	0	0	6	0.72	1
G2	2	33	5	2	Site has no jurisdictional wetlands that currently restrict base operations or development plans.		0	1	0	0	6	0.72	1
G3	2	33	5	3	Site has no National Register cultural resources that constrain base ops or development plans.		0	1	0	0	6	0.72	1
G4	2	33	10	4	Site operations or development plans are not constrained by laws applying to environmental factors.		0	1	0	0	6	0.72	1
G5	2	33	10	5	Site is in an "attainment" or "maintenance" air quality control area for CO, Ozone, PM-10.		0	1	0	0	4	0.48	0
G6	2	33	13	5g	Site operations or development have not been restricted due to air quality considerations.		0	1	0	0	4	0.48	1
G7	2	33	17	7g	Site has no Installation Restoration issues that restrict operations or development plans.		0	1	0	0	4	0.48	1
G8	3	33	10	5	Site has no significant maintenance dredging restrictions.		0	1	0	0	2	0.24	1
							7	32	9	35		100	49.9

ACT	SCOTIA	
MIS	16.2	MISSION
FAC	11.6	FACILITIES
LOC	6.4	LOCATION
COMP	3.3	COMPUTING ASSETS
EXP	0.3	EXPANSION
QOL	8.0	QOL
ENV	4.10	ENVIRONMENT
TOT	49.88	TOTALS



# Administrative Activities Configuration Model Specifications



# Approach

- Parameters included:
  - Projected work years for FY2001
  - Required square footage based on standard factor calculations
  - Available square footage
- Objective function:
  - Minimize excess capacity

## Initial Configuration Model Rules

- Average military value is maintained.
- Do not remove an activity that must remain in the seat of government (CNO, SECNAV, HQMC, OGC).
- Activities in the Pentagon remain in the Pentagon.
- Do not move an activity in a government owned specially configured space, supporting a one of a kind activity, or supporting multiple activities in same location( 8th & I, Brig Charleston, ONI, NOTU, AdminUnit, Scotia, NDW, NSA New Orleans).
- Do not move an activity that is on a base that remains open.
- Move activities utilizing leased space.

## Model Output

- Facilities supporting Administrative Activities open or closed

## Generation of Alternatives

Model allows generation of three solution sets

- Best solution for a given set of constraints and data
- Next best solution by excluding the first solution
- Third best solution by excluding the first two solutions

## Sensitivity Analysis

Sensitivity analyses can accommodate:

- Adjustments to required square footage (+10%, -10%, -20%)

# Administrative Activities

<u>ACTIVITY</u>	<u>WORK YEARS</u>
HRO-CC	163
NAVFAC	441
NCTC	266
NOTU	145
SPAWAR	1098
NAVSUP	346
OGC	70
BUPERS	2168
HQMC	2025
HENDERSON HALL	283
1st MCD	9
NDW	788
NETPSMA	677
LANTSUP	180
OCPM	109
BRIG CHARLESTON	197
ADMINU SCOTIA	34

<u>ACTIVITY</u>	<u>WORK YEARS</u>
NSA, NEW ORLEANS	363
BUMED	392
SSP	382
ONI	1731
NAVAIR	3015
NAVAUD	111
SECNAV	668
SPACOM	308
8th & I	1167
MCSA, KANSAS CITY	139
CNO	1000
NISMC	156
NAVSEA	3761
IPO	189
NCCA	47
OJAG	209

# Naval Air Station Marine Corps Air Station Capacity Analysis



# Capacity Measures

- Requirement taken from capacity data call.
  - Unit of measure is squadron not individual aircraft.
  - Data verified against CJCS letter and SASDT -- OUTCONUS squadrons get a US parking spot.
  - Deploying squadrons assumed 75% on base.
- Capacity is taken from the same data call.
  - Unit of measure is hangar squadron module, not apron or hangar square footage.
- Only bases that received Air Station Capacity data call included in the analysis.

# Squadron Module Concept

- Each Squadron module is a self sufficient unit.
  - Hangar deck space sufficient for maintenance load.
  - Operational and Administrative spaces dedicated.
  - Organizational Level Maintenance shops assigned.
  - Associated apron parking spaces for 1 squadron.
  - NAVFAC P-80 standards provide minimum specifications by aircraft type.
- Mix of large & small aircraft hangars assumed adequate for today's force.

# Deploying Squadron Percent on Base Paradigm

- Deploying squadron assumed present on base 75% of the time.
  - USMC squadrons achieve this, Navy squadrons are gone slightly more.
- All reserve squadrons assumed never deployed.
- Squadrons that “det” deploy assumed never deployed. (HSL and C-2)
- FRS squadrons never deploy.

# Other Tenants

- Government Tenants currently in Navy owned hangars accounted for in analysis.
  - DOD tenants include Army, Air Force, and National Guard squadrons.
  - Other tenants include Coast Guard, Customs, DEA and FAA aircraft.

# Naval & Marine Air Station Capacity Analysis

	AIRSTA	AIRSTA	HOST	HOST
	Sqn Modules	Sqn Modules	Total	Total
	Available	Available	Squadrons	Modules
Module Req'd	1994	2001	Assigned	Req'd
Percent in homeport				
<b>LANTFLT</b>				
Brunswick	8	8	4	3
Norfolk	34	34	16	13.5
Oceana	19	19	13	11.25
Jacksonville	16	16	14	11.75
Mayport	6	6	5	5
Key West	3	3	0	0
Roosevelt Roads	3	3	1	1
<b>PACFLT</b>				
North Island	22	22	24	21.75
Lemoore	25	25	21	16.25
El Centro	1	1	1	1
Fallon	6	6	6	6
Whidbey Island	18	18	20	16
Adak	3	3	0	0
<b>COMCABEAST</b>				
Cherry Point	15	25	21	17.75
New River	16	16	10	8.5
Beaufort	10	10	9	7.25
<b>COMCABWEST</b>				
Miramar	21	25	22	18.75
Pendleton	8	10	10	8
Yuma	7	9	5	4
Kaneohe Bay	10	10	10	8.5
<b>RESERVES</b>				
South Weymouth	3	3	2	2
Willow Grove	6	6	6	6
Washington	8	10	6	6
Atlanta	4	4	2	2
New Orleans	4	5	5	5
Carswell	5	5	5	5
<b>TOTALS</b>				
COMCABEAST Total	41	51	40	34
COMCABWEST Total	46	54	47	39.25
Marine Total	87	105	87	73.25
* LANTFLT Total	89	89	53	45.25
* PACFLT Total	75	75	72	61
Reserve Total	30	33	26	26
* Navy Total	194	197	151	132.25
Overseas Assets	0	0	18	15.25
* Grand Total	281	302	256	220.75

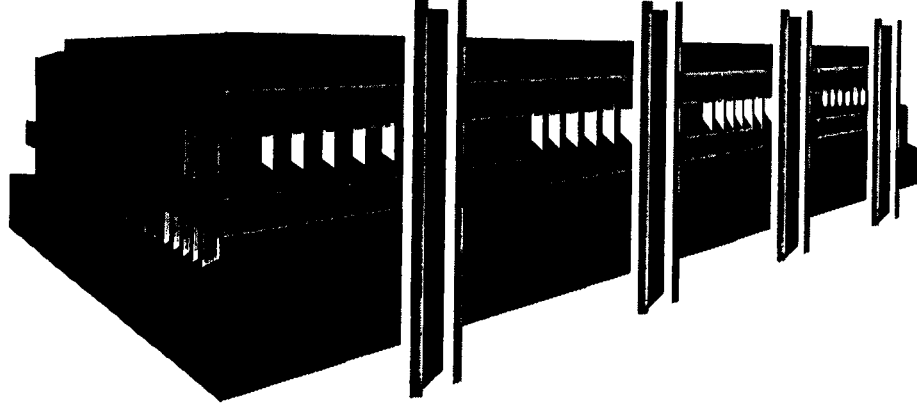
# The Answer

- Excess capacity exists:
  - Reserve Air Station Required Modules: 26
  - Reserve Air Station Modules Available: 33
  - Percent excess: 21.3%
  
- Active Air Station Required Modules: 180
- Active Air Station Modules Available: 265
- Percent excess: 33.1%

# Recommendation

- ☐ Conclude that excess capacity does exist.
  - ☐ Proceed with Military Value analysis.
-

# Administrative Activities Configuration Model Initial Results





## Initial Admin Activities Model Output

- 21 facilities remain open
- 12 facilities closed (NAVSEA, HRO-CC, SSP, NAVAUD, IPO, OCPM, NCCA, BUMED, NCTC, 1stMCD, NISMC, OGC )
- Initial average military value: 62.17
- Final average military value: 62.25
- Excess square footage: 1086.6 KSF

## Secondary Admin Activities Model Output

- 26 facilities remain open
- 7 facilities closed (NAVSEA, HRO-CC, BUMED, HENDERSON HALL, 1stMCD, NISMC, OGC)
- Initial average military value: 62.17
- Final average military value: 62.17
- Excess square footage: 1397.37 KSF

## Tertiary Admin Activities Model Output

- 27 facilities remain open
- 6 facilities closed (NAVSEA, HRO-CC, BUMED, 1stMCD, NISMC, OGC)
- Initial average military value: 62.17
- Final average military value: 62.36
- Excess square footage: 1517.62 KSF

## Admin Activities Output

Sensitivity Analysis: +10%

No feasible solution

## Admin Activities Output

### Sensitivity Analysis: - 10%

- 21 facilities remain open
- 12 facilities close (NAVSEA, HRO-CC, SSP, NAVAUD, IPO, OCPM, NCCA, BUMED, NCTC, 1stMCD, NISMC, OGC )
- Initial average military value: 62.17
- Final Average military value: 62.25
- Excess square footage: 1086.6 KSF

## Admin Activities Output

### Sensitivity Analysis: - 20%

- 21 facilities remain open
- 12 facilities close (NAVSEA, HRO-CC, SSP, NAVAUD, IPO, OCPM, NCCA, BUMED, NCTC, 1stMCD, NISMC, OGC )
- Initial average military value: 62.17
- Final Average military value: 62.25
- Excess square footage: 1086.6 KSF

BRAC 93	PRIMARY	SECONDARY	TERTIARY	+10%	-10%	-20%
NAVSEA	WHT OAK					
HRO CC	WHT OAK			NO SOLN		
SSP	NEB AVE					
NAVAUD	NEB AVE					
IPO	NEB AVE					
OCPM	NEB AVE					
NCCA	NEB AVE					
NSA, NEW ORLEANS						
BUMED						
NCTC	NEB AVE					
NOTU						
ONI						
NAVAIR						
NAVSUP						
OGC						
SECNAV						
BUPERS						
SPACOM						
HOMC						
8&I						
H HALL						
MCSA, KANSAS CITY						
1STMCD						
CNO						
NAVFAC	NAVY YD					
SPAWAR	NAVY YD					
NDW	NAVY YD					
NISMC						
NETFMSA,PENSA						
LANTSUP, NORFOLK						
BRIG CHAR						
OJAG	NAVY YD					
ADMINU, SCOTIA						
REQUIRED KSF		3394.879	3394.879	3394.879	3394.879	3394.879
RESULTS EXC KSF		1086.6	1397.37	1517.62	1086.6	1086.6
% EXCESS		32.01%	41.16%	44.70%	32.01%	32.01%
EXCESS KSF LESS						
NOTU, BRIG, SCOTIA		513.37	824.14	844.39	513.37	513.37
% EXCESS		15.12%	24.28%	27.82%	0.00%	15.12%

# Document Separator



**BSAT****BASE STRUCTURE ANALYSIS TEAM**

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*4401 Ford Avenue • Post Office Box 16268 • Alexandria, Virginia 22302-0268 • (703) 681-0490*RP-0469-F9  
BSAT\ON  
28 Nov 1994**MEMORANDUM FOR THE BASE STRUCTURE EVALUATION COMMITTEE**

Subj: REPORT OF BSEC DELIBERATIONS ON 28 NOVEMBER 1994

- Encl:
- (1) BRAC Scenario Development Data Call 050
  - (2) Briefing Materials for Undergraduate Pilot Training JCSG Alternatives
  - (3) Briefing Materials for Depot Maintenance JCSG Alternatives
  - (4) Draft letter to DUSD(L) Re: JCSG for Depot Maintenance BRAC-95 Alternatives
  - (5) Briefing Materials for Testing & Evaluation JCSG Alternatives
  - (6) Briefing Materials for T&E JCSG Core Range Alternatives
  - (7) Briefing Materials for Lab JCSG Alternatives
  - (8) BRAC Scenario Development Data Call 073
  - (9) Correction to Shipyard Configuration Model Results
  - (10) Briefing Materials for COBRA Analysis (SRF Guam)
  - (11) Briefing Materials for COBRA Analysis (ASO Phil)
  - (12) Briefing Materials for COBRA Analysis (NRL Orlando)
  - (13) Briefing Materials for COBRA Analysis (NAWC Oreland)
  - (14) Briefing Materials for COBRA Analysis (NAESU Phil)
  - (15) Briefing Materials for COBRA Analysis (NATSF Phil)
  - (16) Briefing Materials for COBRA Analysis (Biodynamics Lab)

1. The fifty-fourth deliberative session of the Base Structure Evaluation Committee (BSEC) convened at 1033 on 28 November 1994 in the Base Structure Analysis Team (BSAT) Conference Room at the Center for Naval Analyses. The following members of the BSEC were present: The Honorable Robert B. Pirie, Jr., Chairman; Mr. Charles P. Nemfakos, Vice Chairman; Ms. Genie McBurnett; Vice Admiral Richard Allen, USN; Vice Admiral William A. Earner, Jr., USN; Lieutenant General James A. Brabham, USMC; and Ms. Elsie Munsell. The following members of the BSAT were present: Mr. Richard A. Leach; Ms. Anne Rathmell Davis; Mr. David Wennergren; Captain Brian Buzzell, USN; Commander Michael James, USN; and Lieutenant Colonel Orval E. Nangle, USMC.

2. Mr. Wennergren presented a draft revision for scenario development data call 050 regarding Training Centers. See enclosure (1). The revision was required because the names of the Amphibious Schools had been changed to "Expeditionary Warfare Training Groups." That portion of the original scenario development data call 050 concerning the Anti-Submarine Warfare Center was considered to remain valid. The BSEC approved the revision.

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Subj: REPORT OF BSEC DELIBERATIONS ON 28 NOVEMBER 1994

3. Mr. Wennergren departed. Mr. Steve Belcher and Lieutenant Commander Steve Bertolaccini entered the deliberations.

4. Captain Buzzell briefed the BSEC on the Undergraduate Pilot Training Joint Cross-Service Group (UPT JCSG) alternatives. See enclosure (2). Since the certified data used by the UPT JCSG did not reflect the Joint Pilot Aviation Training System (JPATS) becoming a reality by 2001, some new construction would be required for scenarios involving JPATS. In addition, since the aircraft that will be used for JPATS has not been chosen, the UPT JCSG decided to use the aircraft with the greatest operational requirements among those being considered. The BSEC believed that these internal decisions seriously flawed the UPT JCSG process. Since Air Force training bases are configured to conduct all training (i.e. have the necessary runways) movement of JPATS training to DoN activities will always cost more if the model uses notional jet aircraft with notional characteristics. The UPT JCSG model closed Whiting Field in each scenario because it did not consider two-thirds of Whiting Field's capacity (i.e. its outlying fields). A discussion of the UPT JCSG alternatives followed.

a. UPT JCSG Scenario 1. Scenario would close NAS Meridian (moving strike training to Kingsville) and close NAS Whiting Field (moving helicopter training to Fort Rucker and primary training to Pensacola). As this scenario does not address any change in the helicopter training syllabus, the move to Fort Rucker would be a collocation, not a consolidation. The BSEC agreed that it should cost out the collocation. Cost data on moving NAS Meridian's strike training to Kingsville is already being collected as part of scenarios development data calls 014-016.

b. UPT JCSG Scenario 2. Scenario is like UPT JCSG Scenario 1 with the addition of moving Air Force Fighter/Bombers (T-38s) to Kingsville. The BSEC noted that Kingsville would need additional infrastructure to support the T-38, a proposition that makes no sense as the T-38 is going out of the inventory. As the Air Force would be losing aircraft, it is the Air Force's responsibility to compute the costs of the move to Kingsville.

c. UPT JCSG Scenario 3. Scenario is like UPT JCSG Scenario 2 with the addition of moving UPT at Corpus Christi to Pensacola. The BSEC has already released scenario development data calls for moving UPT to Pensacola and Whiting (015-016).

The BSEC directed the BSAT to prepare a COBRA Scenario Development data call for closing Whiting Field, collocating helicopter training at Fort Rucker, and moving primary UPT to Pensacola. The costs of moving UPT to Pensacola should be broken into two parts: moving the T-34 training to Pensacola and infrastructure improvements needed to accommodate JPATS at Pensacola.

Subj: REPORT OF BSEC DELIBERATIONS ON 28 NOVEMBER 1994

5. Captain Buzzell, Mr. Belcher, and Lieutenant Commander Bertolaccini departed the deliberations. Captain Robert M. Moeller, USN, and Lieutenant Colonel Matthew Bush, USMC, entered the deliberations.

6. Captain Moeller briefed the BSEC on the Depot Maintenance Joint Cross-Service Group (DM JCSG) alternatives. See enclosure (3). The DM JCSG developed two alternatives, DM-1 and DM-2, for which the Deputy Under Secretary of Defense (Logistics) has requested an initial check of operational feasibility by 1 December 1994 and detailed analysis to include COBRA runs by 9 December 1994. The Deputy Under Secretary of Defense (Logistics) has asked that the Military Departments coordinate their responses prior to 3 Jan 95.

a. Alternative DM-1 minimizes the number of sites and would close eight depot activities, five of which are DoN activities (Naval Aviation Depot, Jacksonville; Naval Shipyards Portsmouth and Pearl Harbor; and the depot maintenance functions at Naval Warfare Centers Crane and Keyport). The alternatives also suggest to where the work should be moved, but most would stay within DoN.

b. Alternative DM-2 minimizes the excess capacity and would close eight depot activities, four of which are DoN activities (Naval Aviation Depot, Jacksonville; two Naval Shipyards-- Portsmouth, Pearl Harbor, or Long Beach; and the depot maintenance functions at Naval Warfare Center Louisville or Keyport). The alternatives also suggest to where the work should be moved. Most of the workload would stay within DoN.

DM-1 would result in a decrease within DoN of 128,904 direct labor hours of depot level work. DM-2 would result in an increase within DoN of 397,921 direct labor hours of depot level work. Captain Moeller advised that functional value, not military value, was the driving factor in the model results. This favored those facilities with large capacities to pull work out of other installations. The DM JCSG believes there are additional opportunities for consolidation in the areas of hydraulics/pneumatics, instruments, and aviation ordnance but lacked certified data to make recommendations. Consequently, consolidation within the Military Departments is recommended for these functions.

7. Captain Moeller pointed out a number of concerns arising from the DM JCSG alternatives:

a. While the engine work from NADEP Jacksonville would fit within NADEP Cherry Point on paper, such relocation might severely stress the receiving site.

b. The manufacturing workload performed at NADEP Jacksonville cannot be performed by the other NADEPs.

Subj: REPORT OF BSEC DELIBERATIONS ON 28 NOVEMBER 1994

c. The NADEP North Island cannot work on P-3 aircraft.

Mr. Pirie departed at 1145 during the review of DM-1 and DM-2.

8. The BSEC reviewed the workload shift which would result from DM-1 and DM-2 noting that there was some movement of work between open activities. The BSEC concluded that the Base Closure and Realignment process was not designed or intended to address the allocation of work between open activities. Such consideration would also tend to raise the cost of closure. To the extent that activities are closed, the BSEC agreed to use the DM JCSG alternatives to consider where to move the functions.

9. Philosophically the BSEC agreed that it should examine COBRA costs for new alternatives offered by the JCSG except when those alternatives were not considered feasible. The BSEC members were specifically concerned that the closure of NADEP Jacksonville would leave a major fleet concentration without industrial support. This is contrary to the DoN policy of locating maintenance functions with fleet concentrations. The BSEC has already released a scenario development data call for closing Naval Shipyards at Long Beach and Portsmouth (scenario development data calls 011-013) and for closing the depot workload at Naval Warfare Centers Crane, Louisville, and Keyport (scenario development data calls 012, 013, 028, 034). The BSEC reviewed and approved enclosure (4), a draft letter to the Office of the Deputy Under Secretary of Defense (Logistics) providing the initial feasibility determination.

10. The BSEC recessed at 1208 and reconvened at 1305. All members of the BSEC present when the Committee recessed were again present. In addition, the following members of the BSAT were present: Mr. Leach; Ms. Davis; Lieutenant Colonel Nangle, Mr. Gerald Schiefer; Mr. John Trick; Mr. Don DeYoung; Commander Scott Evans, USN; and Commander Mark Samuels, CEC, USN.

11. Commander Samuels briefed the BSEC on the Testing and Evaluation Joint Cross-Service Group (T&E JCSG) alternatives. See enclosure (5). The Military Departments are tasked with considering the T&E JCSG alternatives. The T&E JCSG alternatives recommend that work be transferred from five DoN activities (NAWC Det Warminster, NAWC Indianapolis, NSWC Indian Head, NSWC Dahlgren, and NSWC Crane) to numerous DoN and other DoD activities. All of the DoN activities except NSWC Dahlgren are being considered by the BSEC for closure or realignment (scenario development data calls 027, 028, 030, 034, 036). NSWC Dahlgren does technology development and engineering for surface warfare systems. Integral to its work is the use of the Potomac River Test Range, an instrumented over-the-water range for RDT&E of surface ship gun, weapon, and ordnance systems. Only 15% of NSWC Dahlgren's explosive experimental work and 59% of its electromagnetic

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vulnerability work is T&E work in the functional areas of armaments (weapons) and air vehicles. Since DoN is not planning to close NSWC Dahlgren, it could realign its work outside the BRAC process.

12. Mr. Schiefer briefed the BSEC on the recommendation contained in the T&E JCSG transmittal letter to consider closing more of the core T&E ranges. See enclosure (6). Alternative 7 is contingent upon implementing either alternative 5 or 6. The BSEC noted that Point Mugu was already integrated with China Lake so it made no sense to realign the two. The BSEC did not believe the other proposed realignments would be cost effective because they would require almost full replication of facilities. The ranges and calibration facilities, and labs will have to be maintained to do R&D functions at the losing sites. Nevertheless, the BSEC decided to perform COBRA analysis on alternatives 1-4.

13. Mr. Trick briefed the BSEC on the Laboratory Joint Cross-Service Group (LJCSG) alternatives. See enclosure (7). The Military Departments are tasked with considering the LJCSG alternatives. The LJCSG looked at functions, not entire activities, and provided alternatives which suggested that a number of DoN activities continue common support function (CSF) work and that others cease CSF work. The BSEC focused on those activities for which LJCSG recommended moving some work out.

a. The BSEC is already looking at those activities with an asterisk (Louisville, Indian Head, Biodynamics Lab, Annapolis, Crane, NISE West).

b. Naval Dental Research Institute is being consolidated and collocated in Chicago with the American Dental Association. This action originated in 1991 and is consistent with relocating out of high costs areas such as Washington, DC.

c. NAMRL addresses biomedical performance of aircrews, an essential adjunct of flight training. The BSEC had previously considered closing NAMRL (See BSEC Deliberative Report for 17 Nov 1994) and concluded that since Pensacola, the primary DoN training air station, is not closing, NAMRL should remain there. The BSEC affirmed that decision.

d. NSWC Carderock is not closing because of the work performed there (RDT&E and ISE for surface and undersea vehicle hull, mechanical and electrical systems and propulsors). The work which the LJCSG proposed for movement is a de minimis amount and transferring work between open activities is not BRAC's purpose.

e. Port Hueneme is not closing because of the work performed there (T&E and ISE for surface and mine warfare combat systems, system interface, weapons systems and subsystems and related

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expendable ordnance, gun fire control systems, and remote controlled self defense target ships). The CSF work which the LJCSG proposed for movement is a de minimis amount, and transferring work between open activities is not BRAC's purpose.

f. The Naval Health Research Center (NHRC) is a tenant activity that performs statistical work. The BSEC agreed that it could be relocated and directed a COBRA scenario development data call be prepared to move NHRC to collocate with the Bureau of Personnel at Memphis.

The BSEC directed the BSAT to prepare scenario data calls reflecting its decision on T&E and Laboratory activities and to draft two letters regarding T&E and Laboratory activities to the Office of the Secretary of Defense advising them of the BSEC determination of feasibility, the reasons therefor, and the action taken on feasible options.

14. Mr. Schiefer; Mr. Trick; Mr. DeYoung; Commander Evans, and Commander Samuels, departed. Mr. Wennergren and Captain Buzzell entered the deliberations.

15. Mr. Wennergren presented draft scenario development data call 073 regarding Training Air Stations. See enclosure (8). The BSEC directed that "from Whiting Field" be inserted after "T-34 training" and that "all DON JPATS" be changed to "600 PTR JPATS" for purposes of clarity. The BSEC approved the scenario development data call as changed for release.

16. Captain Buzzell departed. Captain Moeller; Lieutenant Colonel Bush; Commander Louis Biegeleisen, USN; Commander Judy Cronin, USNR; and Lieutenant James Dolan, SC, USN, entered the deliberative session.

17. Commander Biegeleisen presented a correction to the Shipyard Configuration Model Results that were presented on 15 November 1994. As reflected in enclosure (9), the percent of excess capacity for the best solution with a 10% increase in requirement was "14%" vice the "6%" previously reported. This error did not affect any of the scenarios.

18. Mr. Wennergren briefed the results of the Ship Repair Facility Guam COBRA analysis. See enclosure (10). The scenario would have an immediate payback with a steady-state savings of \$37.7 million per year. The BSAT excluded recurring costs to maintain the floating drydock as that funding was already in the budget. Thirty-one people are retained to maintain that drydock. There were no special or unique costs. The BSEC accepted the COBRA analysis as presented.

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19. Mr. Wennergren briefed the results of the Aviation Supply Office (ASO) Philadelphia COBRA analysis. See enclosure (11). The scenario would have a return on investment in seven years. The BSAT excluded \$1 million in shutdown costs; \$554,000 for breakdown, shipping, and installation of work stations; and \$720,000 for roofing and siding replacement. The number of positions eliminated by the scenario was minimal as ASO claimed it had already been integrating with SPCC Mechanicsburg. The analysis also includes a unique one-time cost of \$1.4 million to move equipment (mechanized automated file storage and retrieval system; streamlined automatic logistics transmission system, and automated data processing equipment). The BSEC directed the BSAT to aggressively challenge the number of billets eliminated as these activities are consolidating, not collocating. Mr. Nemfakos suggested checking the overtime costs at ASO against the budget numbers used for the FY 1994 budget actuals to identify efficiencies.

20. Captain Moeller; Lieutenant Colonel Bush; Commander Biegeleisen, Commander Cronin, and Lieutenant James Dolan departed. Mr. Schiefer; and Major Walt Cone, USMC; and Lieutenant Christina May, USN, entered the session.

21. Mr. Wennergren briefed the results of the COBRA analysis for closing NRL Det Orlando. See enclosure (12). The scenario would have a return on investment in 4 years. The analysis includes significant one-time cost of \$4 million to move two anechoic tanks to Seneca Lake at Newport. The largest of these tanks weighs one million pounds and is unique because it is the only one that can be used to a pressure of 3000 pounds per square inch. The tanks are used for deep ocean calibration of sensors. There was also a one-time cost of \$1 million to close a leased Leesburg, Florida, site and return it to its original condition. The BSEC directed that the BSAT determine if the Navy needed testing at 3000 lbs/in<sup>2</sup> and if such anechoic tanks were available in the private sector to perform any required tests.

22. Mr. Wennergren briefed the results of the COBRA analysis for closing NAWC Oreland. See enclosure (13). Closing costs would be \$50,000, and there would be \$15,000 per year savings. The return on investment would be recovered in 3 years. The BSEC accepted the COBRA analysis as presented.

23. Mr. Wennergren briefed the results of the COBRA analysis for consolidating NAESU Philadelphia at NAWC Patuxent River. See enclosure (14). The analysis includes \$1.3 million to rehabilitate receiving spaces at Patuxent River (Webster Street). As those spaces are already in usable condition, the BSEC believed the COBRA standard rate for rehabilitation (75% of the cost of new construction) to be too high. The BSEC directed the BSAT to refine the construction costs to see if rehabilitation of the spaces could

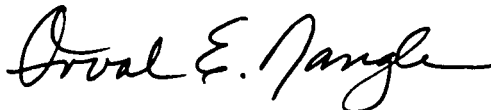
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be done for a lesser amount.

24. Mr. Wennergren briefed the results of the COBRA analysis for closing NATSF Philadelphia and consolidating at SPCC Mechanicsburg. See enclosure (15). The Activity proposed Patuxent River as an alternate receiving site. The BSAT excluded costs for installing fiber optics cable as the existing facility does not have fiber optics capability. The analysis includes significant one-time costs for moving and constructing storage space for 292 tons of publications maintained. The BSEC questioned how many of those publications were no longer needed and why this data could not be digitally recorded and moved at a lower cost. The BSEC also believed that the receiving spaces at Mechanicsburg could be rehabilitated at less than the COBRA standard rate for rehabilitation (75% of the cost of new construction). The BSEC directed the BSAT to further scrutinize the costs and revise the COBRA analysis.

25. Mr. Wennergren briefed the results of the COBRA analysis for closing the Navy Biodynamics Lab at New Orleans. See enclosure (16). The Activity proposed two alternatives for the activity functions: (a) let the University of New Orleans take over the facility and eliminate the billets/positions, or (b) consolidate the functions at Wright-Patterson AFB. The BSEC reviewed the data and noted that allowing the University to take the facility would be more cost effective and would be consistent with the President's 5-point plan.

26. The deliberative session adjourned at 1510.



ORVAL E. NANGLE  
LTCOL, USMC  
Recording Secretary



## BRAC-95 Scenario Development Data Calls

Scenario  
Number

Description

### Training/Educational Centers (Revised Taskings):

- 050      Close Expeditionary Warfare Training Group LANT (CINCLANTFLT) and Expeditionary Warfare Training Group PAC (CINCPACFLT). Consolidate and collocate with other training activities (which remain open) in their respective fleet concentration area.

Encl (1)

**JOINT CROSS SERVICE  
ALTERNATIVES FOR CONSIDERATION**

# **UNDERGRADUATE PILOT TRAINING**

**28 NOVEMBER 1994**

*Encl (2)*

## SENSITIVE - BRAC WORKING PAPERS - CLOSE HOLD

<b>a. OPTION NUMBER:</b> 1	<b>b. CANDIDATE INSTALLATION:</b> UNDERGRADUATE PILOT TRAINING	<b>c. DATE:</b> 23 NOV 1994
<b>d. INSTALLATION CATEGORY:</b>		
<b>e. SCENARIO DESCRIPTION / SUMMARY:</b> <p><u>THREE SITE CLOSURE.</u> THIS ALTERNATIVE CLOSES NAS MERIDIAN, REESE AIR FORCE BASE, AND NAS WHITING FIELD. ALL SERVICE UHPT IS CONDUCTED AT FORT RUCKER. THE DISTRIBUTION OF FUNCTIONS AT REMAINING SITES ARE LEFT TO THE SERVICES. THE ALTERNATIVE ADHERED TO RESTRICTIONS OUTLINED IN THE COVER MEMORANDUM.</p> <p>THE ALTERNATIVE WAS DEVELOPED USING THE OPTIMIZATION MODEL. IT MAXIMIZED AVERAGE MILITARY VALUE, FACTORED IN FUNCTIONAL VALUE, AND REDUCED EXCESS CAPACITY OF EXISTING AIRFIELD COMPLEXES. IN THE ILLUSTRATIVE SCENARIO, MINIMUM MOVEMENT OF FUNCTIONS TO NEW SITES AND CONSOLIDATION/COLLOCATION OF FUNCTIONS AT SINGLE SITES WERE ALSO EMPHASIZED.</p>		
<b>f. INSTALLATIONS IN SCENARIO:</b>		
<b>INSTALLATION NAME</b>	<b>STRATEGY (CLOSE/GAIN/LOSE/DEACTIVATE)</b>	<b>COMPLETION YEAR</b>
MERIDIAN NAS	CLOSE. STRIKE TRAINING TO MOVE AT DISCRETION OF NAVY.	NLT FY 2001
REESE AFB	CLOSE. SUPT TRAINING TO MOVE AT DISCRETION OF AIR FORCE.	"
WHITING NAS	CLOSE. MOVE HELICOPTER TRAINING TO FORT RUCKER. MOVE PRIMARY TRAINING AT DISCRETION OF DON.	"
FORT RUCKER	GAIN DON HELICOPTER TRAINING.	"
<b>g. MAJOR ACTIVITIES AND/OR ORGANIZATIONS AFFECTED (OR POTENTIALLY AFFECTED):</b>		
<b>UIC/SRC</b>	<b>DESCRIPTION:</b>	<b>PERSONNEL STRENGTH:</b> <small>OFF/WOF/ENL/CIV/NAF/OTHER</small>
	NOT ADDRESSED BY THIS GROUP.	<b>STRATEGY:</b> <b>DESTINATION/YEAR</b>
<b>h. REMARKS</b>		
AN ILLUSTRATIVE SCENARIO IS ATTACHED THAT CONSOLIDATES/COLLOCATES FUNCTIONS AND ALSO REDUCES THE NUMBER OF FUNCTIONAL MOVES TO NEW SITES.		

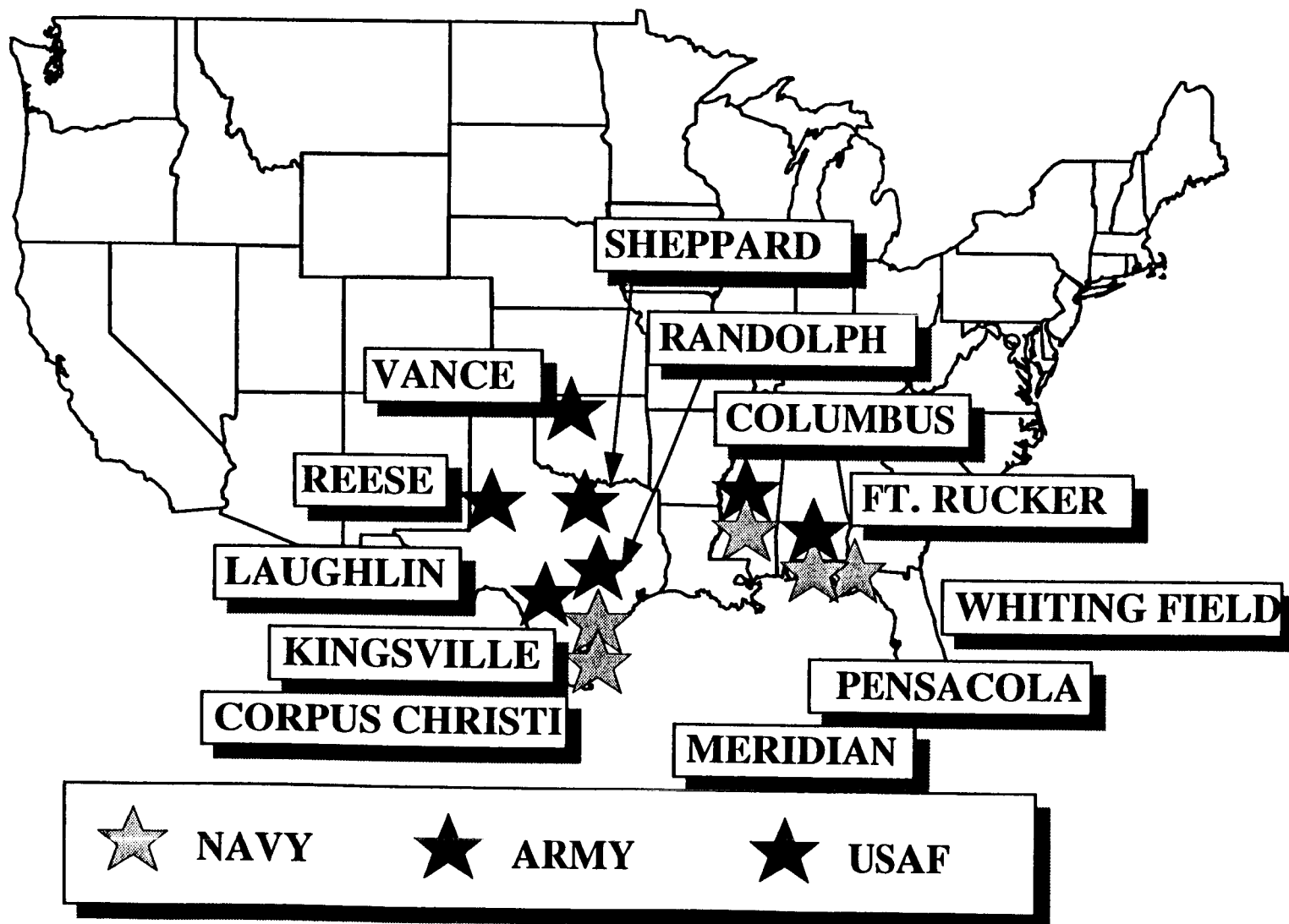
## SENSITIVE - BRAC WORKING PAPERS - CLOSE HOLD

<b>a. OPTION NUMBER:</b> 2	<b>b. CANDIDATE INSTALLATION:</b> UNDERGRADUATE PILOT TRAINING	<b>c. DATE:</b> 23 NOV 1994	
<b>d. INSTALLATION CATEGORY:</b>			
<p><b>e. SCENARIO DESCRIPTION / SUMMARY:</b>  <b>FOUR SITE CLOSURE.</b> THIS ALTERNATIVE CLOSES NAS MERIDIAN, REESE AFB, VANCE AFB, AND NAS WHITING. ALL SERVICE UHPT IS CONDUCTED AT FORT RUCKER. THIS ALTERNATIVE CAPTURED CAPACITY FROM OUTLYING FIELDS CLOSED FROM ALTERNATIVE ONE AND RESULTED IN THE CLOSURE OF AN ADDITIONAL BASE. GIVEN THE FOUR CLOSURES, THE GROUP DEVELOPED A POSSIBLE SCENARIO MINIMIZING MOVES AND CONSOLIDATING FUNCTIONS (SEE ALTERNATIVE TWO SCENARIO ATTACHED).</p> <p>THE ALTERNATIVE WAS DEVELOPED USING THE OPTIMIZATION MODEL CONSTRAINED BY ALTERNATIVE ONE AND ASSUMING REDISTRIBUTION OF EXCESS AIRFIELD OPERATIONS CAPACITY AS DESCRIBED ABOVE, SHARED AIRSPACE BETWEEN RANDOLPH AFB AND NAS CORPUS CHRISTI, AND ADDING MINOR MILCON FOR RAMP SPACE AT COLUMBUS AFB. IT MAXIMIZED AVERAGE MILITARY VALUE, FACTORED IN FUNCTIONAL VALUE, AND REDUCED EXCESS CAPACITY OF EXISTING AIRFIELD COMPLEXES. IN THE ILLUSTRATIVE SCENARIO, MINIMUM MOVEMENT OF FUNCTIONS TO NEW SITES AND CONSOLIDATION OF FUNCTIONS AT SINGLE SITES WERE ALSO EMPHASIZED.</p>			
<b>f. INSTALLATIONS IN SCENARIO:</b>			
<b>INSTALLATION NAME</b>	<b>STRATEGY (CLOSE/GAIN/LOSE/DEACTIVATE)</b>	<b>COMPLETION YEAR</b>	
MERIDIAN NAS	CLOSE. STRIKE TRAINING MOVE AT DISCRETION OF DON.	NLT FY 2001	
REESE AFB	CLOSE. SUPT TRAINING TO MOVE AT DISCRETION OF USAF.	"	
VANCE AFB	CLOSE. SUPT TRAINING TO MOVE AT DISCRETION OF USAF.	"	
WHITING NAS	CLOSE. MOVE HELICOPTER TRAINING TO FORT RUCKER. PRIMARY TRAINING TO MOVE AT DISCRETION OF DON.	"	
FORT RUCKER	GAIN. DON HELICOPTER TRAINING.	"	
<b>g. MAJOR ACTIVITIES AND/OR ORGANIZATIONS AFFECTED (OR POTENTIALLY AFFECTED):</b>			
<b>UIC/SRC</b>	<b>DESCRIPTION:</b>	<b>PERSONNEL STRENGTH: OFF/WOF/ENL/CIV/NAF/OTHER</b>	<b>STRATEGY: DESTINATION/YEAR</b>
	NOT ADDRESSED BY THIS GROUP		

## SENSITIVE - BRAC WORKING PAPERS - CLOSE HOLD

<b>a. OPTION NUMBER:</b> 3	<b>b. CANDIDATE INSTALLATION:</b> UNDERGRADUATE PILOT TRAINING	<b>c. DATE:</b> 23 NOV 1994
<b>d. INSTALLATION CATEGORY:</b>		
<b>e. SCENARIO DESCRIPTION / SUMMARY:</b> <p><u>FIVE SITE CLOSURE.</u> THIS ALTERNATIVE CLOSES NAS CORPUS CHRISTI, NAS MERIDIAN, REESE AFB, VANCE AFB, AND NAS WHITING FIELD. ALL SERVICE UHPT IS CONDUCTED AT FORT RUCKER. THIS ALTERNATIVE BUILT ON ALTERNATIVE TWO CAPTURING THE OUTLYING FIELD AND AIR SPACE CAPACITY FROM CORPUS CHRISTI CLOSURE. IN ADDITION MINOR MILCON WAS REQUIRED TO ADD CAPACITY (TWO USABLE OUTLYING FIELDS) AT PENSACOLA. THE GROUP DEVELOPED A SCENARIO MINIMIZING MOVES AND CONSOLIDATING FUNCTIONS (SEE ALTERNATIVE THREE SCENARIO ATTACHED).</p> <p>THE ALTERNATIVE WAS DEVELOPED MANUALLY BY EXTENDING THE LOGIC FROM OPTION TWO. IT MAXIMIZED AVERAGE MILITARY VALUE, FACTORED IN FUNCTIONAL VALUE, AND REDUCED EXCESS CAPACITY OF EXISTING AIRFIELD COMPLEXES. IN THE ILLUSTRATIVE SCENARIO, MINIMUM MOVEMENT OF FUNCTIONS TO NEW SITES AND CONSOLIDATION OF FUNCTIONS AT SINGLE SITES WAS ALSO EMPHASIZED.</p>		
<b>f. INSTALLATIONS IN SCENARIO:</b>		
INSTALLATION NAME	STRATEGY (CLOSE/GAIN/LOSE/DEACTIVATE)	COMPLETION YEAR
CORPUS CHRISTI NAS	CLOSE. PRIMARY, MARITIME TRAINING MOVE AT DISCRETION OF DON.	NLT FY 2001
MERIDIAN NAS	CLOSE. STRIKE TRAINING MOVE AT DISCRETION OF DON	"
REESE AFB	CLOSE. SUPT TRAINING TO MOVE AT DISCRETION OF USAF.	"
VANCE AFB	CLOSE. SUPT TRAINING TO MOVE AT DISCRETION OF USAF.	"
WHITING AFB	CLOSE. MOVE HELICOPTER TRAINING TO FORT RUCKER. MOVE PRIMARY AT DISCRETION AT DON.	"
FORT RUCKER	GAIN DON HELICOPTER TRAINING	"

# TRAINING AIR STATIONS



## **SUMMARY**

### **JCSWG SCENARIO ONE AND TWO**

#### **CLOSE - MERIDIAN**

Strike to Kingsville	No Change
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#### **CLOSE - Whiting Field**

Helicopter to Ft. Rucker	Change
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Primary to Pensacola	Change
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### **JCSWG SCENARIO THREE**

#### **CLOSE - Meridian**

Strike to Kingsville	No Change
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USAF Fighter\Bomber to Kingsville	Change
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#### **CLOSE - Whiting Field**

Helicopter to Ft. Rucker	Change
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Primary to Pensacola (REQUIRES 2 ADDITIONAL JPATS OLF'S)	Change
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#### **CLOSE - Corpus Christi (UPT PORTION)**

Primary and Maritime to Pensacola	Change
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### **ARMY\AIR FORCE**

- O No Army Base Closes.
- O In 1st scenario REESE AFB closes. In 2nd & 3rd scenario's REESE & VANCE AFB's close.

**NOTE: Change\No Change shows comparison to present DON TAS scenarios.**

# Joint Cross Service Group Depot Maintenance Alternatives

28 November 1994



# JCSG-DM Status

- JCSG-DM Steering Group approved 2 alternatives for forwarding to the Military Departments 21 November
  - DM-1: Minimize sites option
  - DM-2: Minimize excess capacity option
- Received by the BSAT 23 November

# JCSG-DM

## Desired Response

- Military Departments respond with a “feasibility check” on the alternatives NLT 1 December
- COBRA results requested by 9 December
- Military Departments coordinate their responses prior to 3 January

# Emphasis of JCSG-DM Analysis

- Minimize the number of production lines
- Based on “core” not programmed workload
- Single Site when possible/feasible
- Commodity, not site oriented (60 commodities)
- Used max potential capacity, not current capacity for moving workload
  - reduces flexibility for “core plus” & surge
  - reduces more than “defined” excess capacity in 9 commodity groups
- Manually retained Corpus Christi and Davis Monthan

# Minimize Number of Sites Alternative

- Closes 8 depots
  - Army: Letterkenney and Red River
  - AF: San Antonio
  - Navy: Jacksonville, Portsmouth, Pearl Harbor, Crane, and Keyport
- Reduces DoD capacity: 30M DLH
- Increases average MV from 2.5 to 2.56

# General Overview

## (MinSites)

- GAINS

- Small Arms
- Towed Combat Veh
- A/C APU's
- A/C Engines (Army)
- Hawk Missile
- Automotive
- Bearing Refurbishment

- LOSSES

- Landing Gear
- Blades and Vanes
- Tanks
- Radar (ship/ground)
- Radio
- EW (ship/ground)
- NavAids (non-unique)
- **Ground Generators**

# Summary of DLH Changes (MinSites)

- Albany +75K
- Barstow -32K
- Cherry Point +1.6M
- **Jacksonville -3.1M**
- North Island +2.1M
- Long Beach +1.5M
- Norfolk +6.1M
- **Pearl Harbor -3.1M**
- **Portsmouth -3.1M**
- Puget Sound -1.9M
- **Crane -675K**
- Louisville +1.2M
- **Keyport -733K**

# Minimize Excess Capacity Alternative

- Closes 8 depots
  - Army: Letterkenney and Red River
  - AF: San Antonio and Sacramento
  - Navy: Jacksonville, 2 NSYs (Long Beach, Portsmouth or Pearl Harbor) and 1 NWC (either Louisville or Keyport)
- Reduces DoD capacity: 34-36.8M DLH
- Increases average MV from 2.5 to 2.68-2.8

# General Overview (MinXCap)

- GAINS

- Small Arms
- **Ground Generators**
- Towed Combat Veh
- A/C APUs
- A/C Engines (Army)
- Hawk Missile
- Automotive
- Bearings

- LOSSES

- Landing Gear
- Blades & Vanes
- Tanks
- Radio (ship/ground)
- EW (ship/ground)
- NavAids (non-unique)



# Summary of DLH Changes (MinXCap)

- Albany +110K
- Barstow +82K
- Cherry Point +1.6M
- **Jacksonville -3.1M**
- North Island +2.1M
- **Long Beach -1.7M**
- Norfolk +4.3M
- **Pearl Harbor -3.1M**
- **Portsmouth -3.1M**
- Puget Sound +3M
- Crane +997K
- **Louisville -1.3M**
- **Keyport +407K**

# Workload Shift/Consolidation

- | • Alternative DM #1 | • Alternative DM #2 |
|---------------------|---------------------|
| – Workload Gain     | – Workload Gain     |
| • 12,692,760        | • 12,726,758        |
| – Workload Loss     | – Workload Loss     |
| • 12,821,664        | • 12,328,837        |
| – -128,904 DLH      | – +397,921 DLH      |

# Other JCSCG-DM Concerns

- Opportunity for further consolidation in following areas limited by lack of certified data:
  - Hydraulics/Pneumatics
  - Instruments
  - Aviation Ordnance
- Tactical Missiles and BRAC-93

# Summary

- MinSites least desirable alternative
  - rewards “bigger is better”
  - limits DON flexibility in closure options
  - less capacity elimination
  - lower average military value
  - closes an additional (5) DON depot
- Both alternatives leave major fleet concentration site/sites without industrial support

# Commodity Group List

11:20 22-Nov-94

## Major Group

### Commodity

#### 1 Aircraft Airframes

- 1a Rotary
- 1b VSTOL
- 1c1 Fixed-Wing - Transport/Tanker/Bomber
- 1c2 Fixed-Wing - Command And Control
- 1c3 Fixed-Wing - Light Combat
- 1c4 Fixed-Wing - Administrative/Training
- 1d Other Aircraft Airframes

#### 2 Aircraft Components

- 2a Dynamic Components
- 2b Aircraft Structures
- 2c Hydraulic/Pneumatic
- 2d Instruments
- 2e Landing Gear
- 2f Aviation Ordnance
- 2g Avionics/Electronics
- 2h APU's
- 2i Other Aircraft Components

#### 3 Engines (Gas Turbine)

- 3a Aircraft
- 3b Ship
- 3c Tank
- 3d Blades/Vanes (Type 2)

#### 4 Missiles And Missile Components

- 4a Strategic
- 4b Tactical/MLRS

#### 5 Amphibians

- 5a Vehicles
- 5b Components (Less GTE)

#### 6 Ground Combat Vehicles

- 6a Self-Propelled
- 6b Tanks
- 6c Towed Combat Vehicles
- 6d Components (Less GTE)

#### 7 Ground & Shipboard Comm & Electronic Equip

- 7a Radar
- 7b Radio Communications
- 7c Wire Communications
- 7d Electronic Warfare
- 7e Navigational Aids
- 7f Electro-Optics/Night Vision
- 7g Satellite Control/Space Sensors
- 7h Crypto

#### 8 Automotive/Construction Equipment

#### 9 Tactical Vehicles

- 9a Tactical Automotive Vehicles
- 9b Components

#### 10 Ground General Purpose Items

- 10a Ground Support Equipment (Except Aircraft)
- 10b Small Arms/Personal Weapons
- 10c Munitions/Ordnance
- 10d Ground Generators
- 10e Other Ground General Purpose Items

#### 11 Sea Systems

- 11a Ships
- 11b Weapon Systems
- 11c Ship/Shipboard Support
- 11d Shipyard Support
- 11e Ship Design Services

#### 12 Software

- 12a Tactical Systems
- 12b Support Equipment

#### 13 Special Interest Items

- 13a Bearings Refurbishment
- 13b Calibration (Type I)
- 13c TMDE

#### 14 Other Commodity

#### 15 Associated Fabrication/Manufacturing

#### 16 Fleet Support

- 16a Product Support (Engineering)
- 16b Voyage Repair
- 16c Customer Service
- 16d BRAC Transition

**Activities****Abbreviation****Department of the Navy Activities**

Naval Aviation Depot, Jacksonville	JX
Naval Aviation Depot, Cherry Point	CP
Naval Aviation Depot, North Island	NI
Naval Shipyard, Long Beach	LB
Naval Shipyard, Norfolk	NF
Naval Shipyard, Pearl Harbor	PH
Naval Shipyard, Portsmouth	PM
Naval Shipyard, Puget Sound	PS
Naval Warfare Centers, Crane	CR
Naval Warfare Centers, Louisville	LO
Naval Warfare Centers, Keyport	KP
Marine Corps Logistic Base, Albany	ALB
Marine Corps Logistic Base, Barstow	BAR

**Department of the Air Force \***

Air Logistics Centers, Sacramento	ALC-SM
Air Logistics Centers, San Antonio	ALC-SA
Air Logistics Centers, Oklahoma City	ALC-OC
Air Logistics Centers, Ogden	ALC-OG
Air Logistics Centers, Warner Robbins	ALC-WR

\* Alternatives only addresses the industrial activity at the ALCs.

**Department of the Army**

Letterkenny Army Depot	LEAD
Tobyhanna Army Depot	TOAD
Anniston Army Depot	ANAD
Red River Army Depot	RRAD
Corpus Christi Army Depot	CCAD

## Workload Shift

DM1shift  
27 Nov 94

Alternative: DM-1. This alternative identifies the following industrial activities as potential closures: Letterkenny and Red River Army Depots, San Antonio Air Logistics Center, NADEP Jacksonville, Naval Shipyards Portsmouth and Pearl Harbor and Naval Warfare Centers Crane and Keyport.

The following shows where the workload shifts between naval activities for all closures or workload realignments.

### Naval Aviation Depots

<u>Activity</u>	<u>Commodity</u>	<u>IN/OUT</u>	<u>From</u>	<u>To</u>
NADEP JX	1C3 Light Combat	X		NI
	1D Other Air Frames	X		NI, CP
	2B A/C Structures	X		NI, CP
	2C Hydraulics/Pneumatic	X		CP
	2D Instruments	X		NI
	2E Landing Gear	X		ALC-OG
	2F Aviation Ordnance	X		NI
	2G Avionics/Electronics	X		NI
	2I Other A/C Components	X		CP
	3A A/C Engines	X		CP
	13C TMDE	X		NI
	14 Other	X		CP
	15 Associated Manufacturing	X		NI, CP
	16A Product Support	X		NI, CP
	16B Voyage Repair	X		NI, CP
	16C Customer Service	X		NI, CP
NADEP NI	1C3 Light Combat	X	JX	
	1D Other Air Frames	X	JX	
	2B A/C Structures	X	JX	
	2C Hydraulics/Pneumatics	X		CP
	2D Instruments	X	JX, CP	
	2E Landing Gear	X		ALC-OG
	2F Aviation Ordnance*	X	JX, CP	
	2G Avionics/Electronics	X	JX, CP, CCAD, TOAD	
	13A Bearings	X	LB, ALC-OC and OG	
	13C TMDE	X	JX, PH, ALC-SA	
	15 Associated Manufacturing	X	JX	
	16A Product Support	X	JX	
	16B Voyage Repair	X	JX	
	16C Customer Service	X	JX	

<u>Activity</u>	<u>Commodity</u>	<u>IN/OUT</u>	<u>From</u>	<u>To</u>
NADEP CP	1D Other Air Frames	X	JX	
	2B A/C Structures	X	JX	
	2C Hydraulics/Pneumatics	X	JX, NI	
	2D Instruments		X	NI
	2E Landing Gear		X	ALC-OG
	2F Aviation Ordnance *		X	NI
	2G Avionics/Electronics		X	NI
	2H APUs	X	ALC-SA, CCAD	
	2I Other A/C Components	X	JX	
	3A A/C Engines	X	JX, CCAD	
	3D Blades/Vanes		X	ALC-OC
	13C TMDE	X	JX, PH, ALC-SA	
	15 Associated Manufacturing	X	JX	
	16A Product Support	X	JX	
	16B Voyage Repair	X	JX	
	16C Customer Service	X	JX	

\* Less ejection seats

#### Naval Shipyards

<u>Activity</u>	<u>Commodity</u>	<u>IN/OUT</u>	<u>From</u>	<u>To</u>
NSY PH	7A Radar	X		ALC-SM
	7B Radio	X		ALC-SM
	7D Electronic Warfare	X		TOAD
	7E Navigational Aids	X		ALC-SM
	11A Sea Systems-Ships	X		Note 1
	11B Sea Systems-Weapons	X		Note 1
	11C Shipboard support	X		Note 1
	11D Shipyard support	X		Note 1
	13C TMDE	X		NI, PS
NSY PM	7E Navigational Aids	X		ALC-SM
	7F Electro Optics/Night Vision	X		PS
	11A Sea Systems-Ships	X		Note 1
	11C Shipboard support	X		Note 1
	11D Shipyard support	X		Note 1
	11E Ship Design	X		Note 1

Note 1 consolidates commodity workload within any Navy/Marine Corps depot activity.



<u>Activity</u>	<u>Commodity</u>	<u>IN/OUT</u>	<u>From</u>	<u>To</u>
NSY LB	7A Radar	X		ALC-SM
	7B Radio	X		ALC-SM
	7D Electronic Warfare	X		TOAD
	7E Navigational Aids	X		ALC-SM
	7F Electro Optics/Night Vision	X		PS
	11A Sea Systems-Ships	X	Note 1	
	11B Sea Systems-Weapons	X	Note 1	
	11D Shipyard Support	X	Note 1	
	13A Bearings	X		NI
	13C TMDE	X	PH, JX	
NSY NF	7A Radar	X		ALC-SM
	11A Sea Systems-Ships	X	Note 1	
	11B Sea Systems-Weapons	X		Note 1
	11C Shipboard support	X		Note 1
	11D Shipyard support	X	Note 1	
	11E Ship Design	X		Note 1
NSY PS	7B Radio	X		ALC-SM
	7F Electro Optics/Night Vision	X	LB, PM	
	11A Sea Systems-Ships	X		Note 1
	11C Shipboard support	X	Note 1	
	11D Shipyard support	X		Note 1
	11E Ship Design	X	Note 1	
	13C TMDE	X	PH, JX	

#### Naval Warfare Centers

<u>Activity</u>	<u>Commodity</u>	<u>IN/OUT</u>	<u>From</u>	<u>To</u>
NWC CR	2G Avionics/Electronics	X		NI
	4B Tactical Missiles	X		ANAD
	7E Navigational Aids	X		ALC-SM
	7F Electro Optics/Night Vision	X		PS
	11A Sea Systems-Ships	X		Note 1
	11B Sea Systems-Weapons	X		Note 1
NWC KP	11B Sea Systems-Weapons	X		Note 1
NWC LO	11B Sea Systems-Weapons	X	Note 1	

Note 1 consolidates commodity workload within any Navy/Marine Corps depot activity.

# **Marine Corps Logistics Bases**

<u>Activity</u>	<u>Commodity</u>	<u>IN/OUT</u>	<u>From</u>	<u>To</u>
ALB	6B Tanks	X		ANAD
	7A Radar	X		ALC-SM
	7B Radio	X		ALC-SM
	8 Auto/Construction Equip	X	RRAD	
	10B Small Arms/CSW	X	ANAD, BAR	
BAR	4B Tactical Missiles	X	LEAD	
	6B Tanks	X		ANAD
	6C Towed Combat Veh	X	LEAD	
	7A Radar	X		ALC-SM
	7B Radio	X		ALC-SM
	10B Small Arms/CSW	X		ALB

## Workload Shift

DM2shift  
27 Nov 94

Alternative: DM-2. This alternative identifies the following industrial activities as potential closures: Letterkenny and Red River Army Depots, San Antonio and Sacramento Air Logistics Center, NADEP Jacksonville, two of the following three Naval Shipyards; Long Beach, Portsmouth or Pearl Harbor and one of the two Naval Warfare Centers; Louisville or Keyport. The following shows where the workload shifts between naval activities for all closures or workload realignments.

### Naval Aviation Depots

<u>Activity</u>	<u>Commodity</u>	<u>IN/OUT</u>	<u>From</u>	<u>To</u>
NADEP JX	1C3 Light Combat	X		NI
	1D Other Air Frames	X		NI, CP
	2B A/C Structures	X		NI, CP
	2C Hydraulics/Pneumatic	X		CP
	2D Instruments	X		NI
	2E Landing Gear	X		ALCOG
	2F Aviation Ordnance	X		NI
	2G Avionics/Electronics	X		NI
	2I Other A/C Components	X		CP
	3A A/C Engines	X		CP
	13C TMDE	X		NI
	14 Other	X		CP
	15 Associated Manufacturing	X		NI, CP
	16A Product Support	X		NI, CP
	16B Voyage Repair	X		NI, CP
	16C Customer Service	X		NI, CP
NADEP NI	1C3 Light Combat	X	JX	
	1D Other Air Frames	X	JX	
	2B A/C Structures	X	JX	
	2C Hydraulics/Pneumatics	X		CP
	2D Instruments	X	JX, CP	
	2E Landing Gear	X		ALCOG
	2F Aviation Ordnance *	X	JX, CP	
	2G Avionics/Electronics	X	JX, CP, CCAD, TOAD	
	13A Bearings	X	LB, ALC-OC and OG	
	13C TMDE	X	JX, ALC-SA	
	15 Associated Manufacturing	X	JX	
	16A Product Support	X	JX	
	16B Voyage Repair	X	JX	
	16C Customer Service	X	JX	

<u>Activity</u>	<u>Commodity</u>	<u>IN/OUT</u>	<u>From</u>	<u>To</u>
NADEP CP	1D Other Air Frames	X	JX	
	2B A/C Structures	X	JX	
	2C Hydraulics/Pneumatics	X	JX, NI	
	2D Instruments		X	NI
	2E Landing Gear		X	ALC-OG
	2F Aviation Ordnance *		X	NI
	2G Avionics/Electronics		X	NI
	2H APUs	X	ALC-SA, CCAD	
	2I Other A/C Components	X	JX	
	3A A/C Engines	X	JX, CCAD	
	3D Blades/Vanes		X	ALC-OC
	13C TMDE	X	JX, ALC-SA	
	14 Other	X	JX	
	15 Associated Manufacturing	X	JX	
	16A Product Support	X	JX	
	16B Voyage Repair	X	JX	
	16C Customer Service	X	JX	

\* Less ejection seats

#### Naval Shipyards

<u>Activity</u>	<u>Commodity</u>	<u>IN/OUT</u>	<u>From</u>	<u>To</u>
NSY PH	7A Radar	X		Note 1
	7B Radio	X		TOAD
	7D Electronic Warfare	X		TOAD
	7E Navigational Aids	X		TOAD
	11A Sea Systems-Ships	X		Note 1
	11B Sea Systems-Weapons	X		Note 1
	11C Shipboard support	X		Note 1
	11D Shipyard support	X		Note 1
NSY PM	7E Navigational Aids	X		TOAD
	7F Electro Optics/Night Vision	X		CR
	11A Sea Systems-Ships	X		Note 1
	11C Shipboard support	X		Note 1
	11D Shipyard support	X		Note 1
	11E Ship Design	X		Note 1

Note 1 consolidates commodity workload within Navy/Marine Corps activities.

<u>Activity</u>	<u>Commodity</u>	<u>IN/OUT</u>	<u>From</u>	<u>To</u>
NSY LB	7A Radar	X		Note 1
	7B Radio	X		TOAD
	7D Electronic Warfare	X		TOAD
	7E Navigational Aids	X		TOAD
	7F Electro Optics/Night Vision	X		CR
	7G Satellite Control/Space Sensors	X		TOAD
	11A Sea Systems-Ships	X		Note 1
	11B Sea Systems-Weapons	X		Note 1
	11D Shipyard Support	X		Note 1
	13A Bearings @	X		CCAD

@ Workload scheduled to CCAD, but could be moved to NI.

NSY NF	7A Radar		X		Note 1
	11A Sea Systems-Ships	X		Note 1	
	11B Sea Systems-Weapons	X		Note 1	
	11C Shipboard support	X		Note 1	
	11D Shipyard support	X		Note 1	
	11E Ship Design	X		Note 1	

NSY PS	7B Radio		X		TOAD
	7F Electro Optics/Night Vision		X		CR
	11A Sea Systems-Ships	X		Note 1	
	11C Shipboard support	X		Note 1	
	11D Shipyard support	X		Note 1	
	11E Ship Design	X		Note 1	

#### Naval Warfare Centers

<u>Activity</u>	<u>Commodity</u>	<u>IN/OUT</u>	<u>From</u>	<u>To</u>
NWC CR	4B Tactical Missiles		X	ANAD
	7E Navigational Aids		X	TOAD
	7F Electro Optics/Night Vision	X		LB, PM, PS
	11A Sea Systems-Ships	X		Note 1
	11B Sea Systems-Weapons	X		Note 1
NWC KP	11B Sea Systems-Weapons		X	Note 1
NWC LO	11B Sea Systems-Weapons		X	Note 1

Note 1 consolidates commodity workload within Navy/Marine Corps activities.

# **Marine Corps Logistics Bases**

<u>Activity</u>	<u>Commodity</u>	<u>IN/OUT</u>	<u>From</u>	<u>To</u>
ALB	6B Tanks	X		ANAD
	7B Radio	X		TOAD
	7C Wire	X	BAR	
	8 Auto/Construction Equip	X	RRAD	
	10B Small Arms/CSW	X	ANAD, BAR	
	10D Ground Generators	X	ALC-SM	
BAR	4B Tactical Missiles	X	LEAD	
	6B Tanks	X		ANAD
	6C Towed Combat Veh	X	LEAD	
	7B Radio	X		TOAD
	7C Wire	X		ALB
	7F Electro Optics/Night Vision	X	Note 2	
	10B Small Arms/CSW	X		ALB
	10D Ground Generators	X	ALC-SM	

Note 2: Army workload consolidated at Barstow (No Army workload numbers reflected in matrix). Workload to be consolidated at NWC CR and MCLB BAR.



DEPARTMENT OF THE NAVY

OFFICE OF THE ASSISTANT SECRETARY  
(INSTALLATIONS AND ENVIRONMENT)  
WASHINGTON, D.C. 20360-5000

28 November 1994

MEMORANDUM FOR DEPUTY UNDER SECRETARY OF DEFENSE (LOGISTICS)

Subj: JOINT CROSS-SERVICE GROUP FOR DEPOT MAINTENANCE BRAC-95  
ALTERNATIVES

We have received the two Joint Cross Service Group-Depot Maintenance (JCSG-DM) alternatives provided for the Department of the Navy's consideration in our BRAC-95 effort. Our internal process is already well underway, and we will incorporate these alternatives into our on-going analyses and deliberations.

As a Department, we have been very aggressive in identifying excess depot capacity and eliminating it through closure or consolidation. Our BRAC-91/93 closures of three shipyards and three NADEPs exemplifies our commitment to downsizing and elimination of redundancy. We have taken a similarly aggressive approach for this round of closure. As a result, two JCSG-DM alternatives have many similarities with the scenario options that we are currently analyzing. As you know, the Department of the Navy places significant emphasis on military value and strategic location in our analysis, unlike that reflected in the work function analysis performed by the Joint Group.

The proposals that call for potential closure of Naval Shipyard Long Beach, Naval Shipyard Portsmouth, and the depot functions at Naval Warfare Center Crane, Naval Warfare Center Louisville, and Naval Warfare Center Keyport are feasible options and therefore should be analyzed. Our integrated maintenance philosophy requires a robust industrial maintenance capability collocated with each of our major fleet concentrations. The JCSG-DM proposal to close NADEP Jacksonville and NSYD Pearl Harbor would significantly and negatively impact on our ability to support our Fleet and are not considered, as proposed, to be feasible alternatives for consideration.

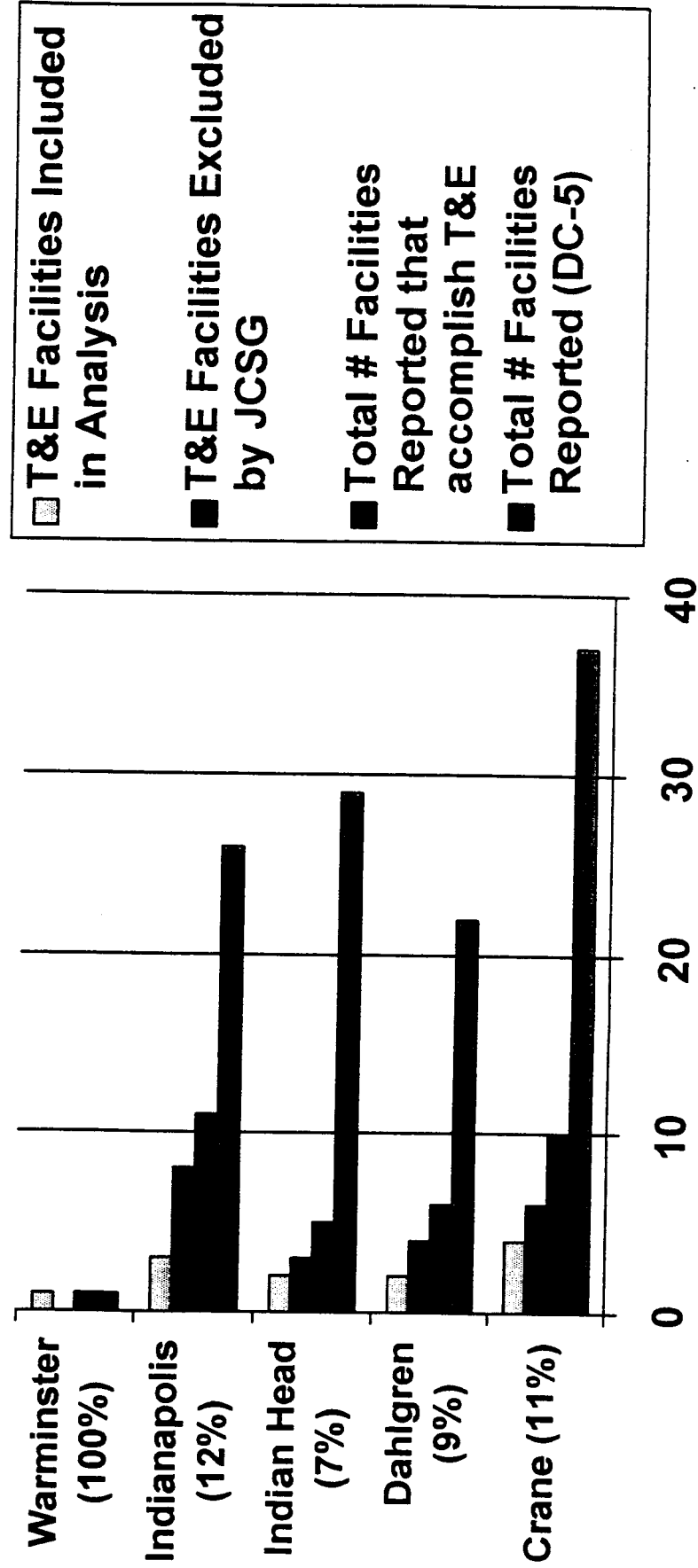
The Navy's representatives on the JCSG-DM will keep your group informed as the Navy Department's analysis starts focusing on specific recommendations. We support the "iterative" process as time constraints will allow. We are currently procuring the COBRA information that you requested, and will forward it as soon as it is completed.

The Department of the Navy point of contact for responding to data requests from other Military Departments is Captain Robert L. Moeller Jr., Base Structure Analysis Team, 703-681-0456.

Robert B. Pirie, Jr.  
Chairman  
Base Structure Evaluation Committee

Encl (4)

# DoN ACTIVITIES RECOMMENDED FOR REALIGNMENT





<b>Losing Site</b>	<b>T&amp;E JCSG Recommended Gaining Sites</b>	<b>BSEC Scenario Guidance and/or Site Response</b>
Warminster (AV)	Patuxent River	<i>Patuxent River, NCCOSC RDT&amp;E</i>
Indianapolis (AV)	China Lake, Pt Mugu, Patuxent River, Eglin AFB, Edwards AFB, Ft Huachuca, Yuma Proving Ground (YPG)	<i>Louisville/Crane, China Lake, Patuxent River</i>
Indian Head (AW)	China Lake, Pt Mugu, Arnold AFB, White Sands Missile Range (WSMR), YPG	<i>China Lake, Dahlgren, Yorktown, Eglin AFB</i>
Dahlgren (AV & AW)	China Lake, Patuxent River, Pt Mugu, Eglin AFB, Ft Huachuca, WSMR	N/A
Crane (EC & AW)	China Lake, Pt Mugu, Patuxent River, Ft Huachuca, WSMR, YPG	<i>Louisville, Indian Head, Dahlgren, Indianapolis, Panama City, Newport, Pt Hueneme, Crane Army Ammo Plant</i>

## **Dahlgren Facilities**

### **Electromagnetic Vulnerability Facility**

**59% T&E (35% AV, 25% AW)  
2% S&T  
6% DE  
33% IE**

### **Explosives Experimental Area**

**15% T&E (AW)  
50% S&T  
30% DE  
5% Other**

## T&E CORE RANGE ALTERNATIVES

### FUNCTIONAL AREAS:

AIR VEHICLES

WEAPONS/ARMAMENTS

ELECTRONIC COMBAT

1-REALIGN NAWC PAX RIVER WITH EDWARDS AFB

2-REALIGN EGLIN AFB WITH NAWC CHINA LAKE

3-REALIGN NAWC CHINA LAKE WITH EGLIN AFB

4-REALIGN EDWARDS AFB WITH NAWC PAX RIVER

5-REALIGN NAWC PT. MUGU WITH NAWC CHINA LAKE

6-REALIGN NAWC PT. MUGU WITH EGLIN AFB

7-REALIGN ARMY ROTARY WING FT. RUCKER WITH  
EITHER EDWARDS AFB OR NAWC PAX RIVER

## BRAC 95 LABORATORY GUIDANCE FROM DDR&E

### SUMMARY:

1- Personnel workyears were reduced 20% below the FY97 stated requirements to project to FY2001

2-Defense Science Board Task Force recommended an additional 20% personnel reduction beyond that specified in Defense Planning Guidance 95. This would be a 40% total reduction. It was directed that the physical infrastructure reduction parallel the personnel drawdown or provide justification for not being able to do so.

3- Infrastructure reduction is to be accomplished in one of four (4) ways:

- a- Eliminate function- Eliminate the need
- b- Outsource (Non-DOD)- Eliminate organic need
- c- Cross-service (collocation with or without executive agent- Reliance
- d- In-service consolidation

Accomplish reduction in that priority order for maximizing opportunities to eliminate infrastructure.

4- Functional distinctions between R&D and T&E are minimal and artificial. R&D benefits from ready access to Range and Test Facilities. Seek further opportunities for Lab collocation with T&E and Depots.

5- Four (4) areas of major consolidation opportunities:

- a-Human systems
- b-Aircraft
- c- Weapons
- d- C4I

Human systems- Close smaller labs- Use ASBRMS recommendations  
(Included but not certified data)

Aircraft- Each MILDEP retain core RDT&E, acquisition and depot capabilities  
-Cross-service non-critical functions

Weapons- Significant excess capacity. Consider from both a functional and product alignments. (e.g.- Air To Air, Surface launched, etc or Guidance and Control, warheads, etc. ) DOE labs also have explosives,propellants capacity. Reduce explosive, propellant R&D facilities to 2 or 3 locations. Retain from production and surge capability.

C4I- Examine fundamentally new consolidated and collated approaches to C4I acquisition and RDT&E functions.

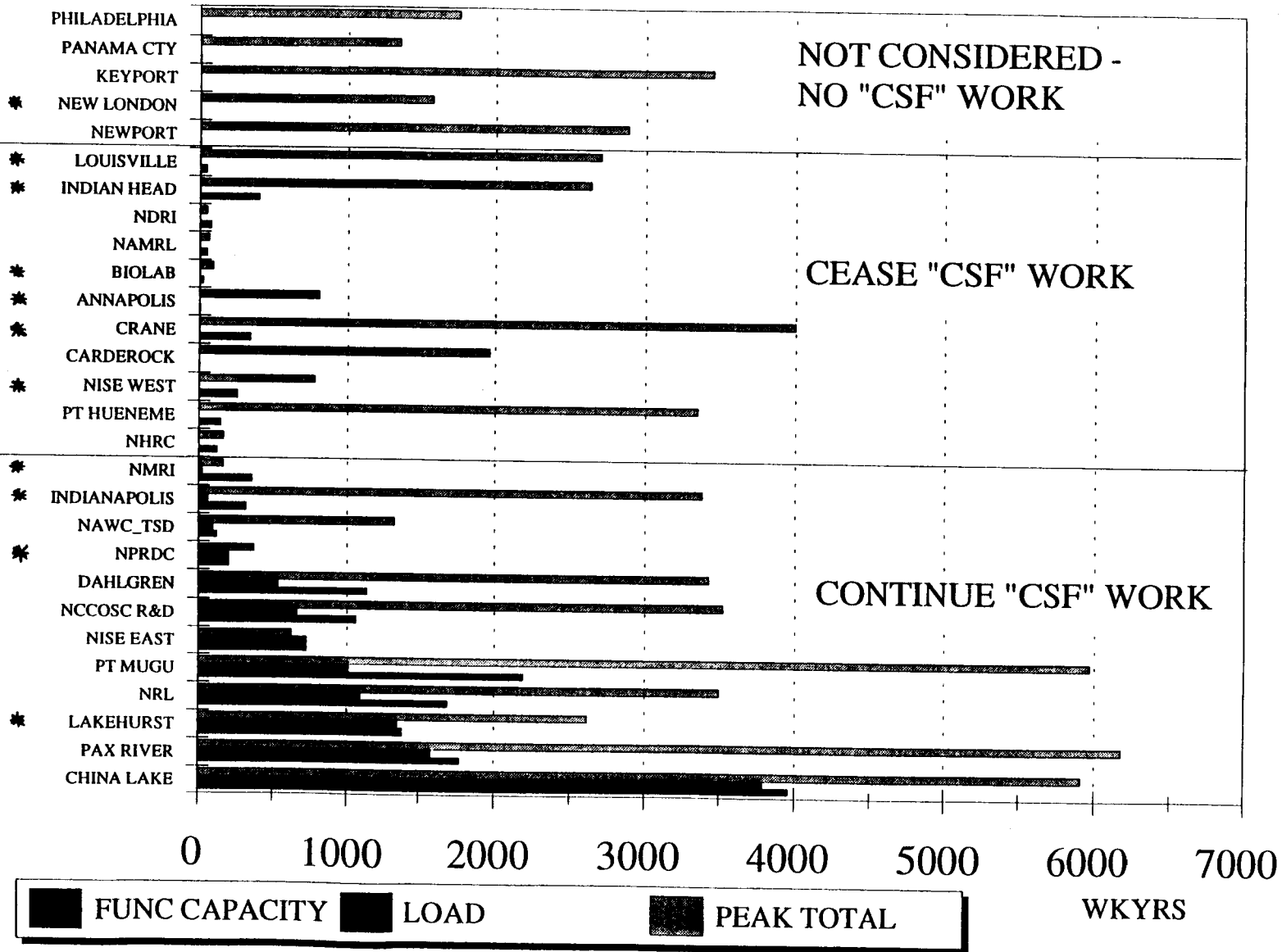
DOD ig report of April 1994 recommended consolidation of several advanced Materials lab activities. Some are resolved. Directed that we must review this in BRAC 95.

Navy must, and all services should explicitly address materials Facilities in BRAC 95.

DSB Task Force on Microelectronics Research Facilities recommended elimination or consolidation of a number of such facilities. Make BRAC 95 recommendation that comply with it.

Acquisition reform- Change way labs do business. Use performance specs and best value procurement vice B specs/Milspecs/least cost contracts. Reform Procurement.

# LJCSG NAVY ACTIVITY IMPACT



\* ACTIVITIES FOR WHICH SCENARIOS ARE BEING DEVELOPED

Encl (7)

## BRAC-95 Scenario Development Data Calls

Scenario  
Number

Description

### Training Air Stations:

- 073    **ALT 4- TRNG AIR STATION.** Close NAS Whiting Field. Collocate helicopter training at Fort Rucker. Cost out two options:
- 1)    All T-34 training <sup>↑ From Whiting Field</sup> to NAS Pensacola.
  - 2)    Upgrade for improvements to infrastructure to accommodate ~~all~~ 600 PTR ~~DON~~ JPATS training at NAS Pensacola.

Assume that NAS Meridian is closed and NAS Corpus Christi has been realigned as an NAF (Scenario Number 4-21-0225-016).

**SHIPYARD/SRF MODELING RESULTS**

First Run (8 Nov 1994)

Rev. 1(16 Nov 94)

OPTION	ACTIVITY						% Excess	AVG MilVal
	PORTS.	NORFOLK	PUGET	LBEACH	PHARBOR	GUAM		
PRIMARY							1%	52.13
SECONDARY							2%	49.84
TERTIARY							4%	45.16
10% More							14%	48.61
-Second							14%	46.87
-Tert							16%	43.74
10% Less							-6%	49.91
-Second							-6%	44.55
-Tert							-3%	43.49
20% Less							-22%	45.31
-Second							-22%	43.31
-Tert							-12%	45.54
Nuc + Guam Open							21%	43.69
Nuc Open							19%	48.56

Note: Per cent excess is based on constant (FY 2001) requirement.

= Closed

Initial MV avg = 42.75

**Rules Applied to the Model**

1. Average Military Value is maintained
2. Nuclear workload accomplished only by nuclear capable shipyard
3. Nuclear capacity can be utilized to meet both nuclear and non-nuclear requirements

Encl (9)

# ROI Summary

Scenario	Outright Costs	Steady State Savings	ROI Years	20 Year NPV
SRF Guam	8.8	-37.7	Immediate	-528.3

Notes:

All Dollars shown in Millions



# One-Time Costs Summary

Scenario	Consist	Perfs	Overhd	Move	Other	Total Costs	Svcs	Net Costs
SRF Guam	0.0	1.8	1.6	5.4	0.0	8.8	7.7	1.0

All Dollars shown in Millions

Notes:

# Disposition of Billets/Positions

Scenario		Officers	Enlisted	Civilian	Students	Total
SRF Guam	Eliminate	7	15	629		651
	Move	1	3	31	0	35

# MILCON Summary Report

Scenario				
Construction				
Description	Type	New Eqmt	Rehab Eqmt	Cost
		0	0	0.0
TOTAL				0.0

All Dollars shown in Millions

# ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
ASO	68.9	-10.3	7 Years	-69.7

Notes:

All Dollars shown in Millions

# Disposition of Billets/Positions

Scenario		Officers	Enlisted	Civilian	Students	Total
ASO	Eliminate	3	0	88		91
	Move	64	14	1,744	0	1,822

# One-Time Costs Summary

Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svgs	Net Costs
ASO	26.4	3.6	3.4	34.7	0.5	68.9	2.8	66.0

All Dollars shown in Millions

Notes:

# MILCON Summary Report

Scenario:		ASO		
Construction		SPCC MECHANICSBURG, PA		
Description	Type	New Rqmt	Rehab Rqmt	Cost
ADMINISTRATIVE	ADMIN	0	178,950	26.4
TOTAL:				26.4

All Dollars shown in Millions

# ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
NRL ORLANDO	9.8	-2.7	4 Years	-28.7

Notes:

All Dollars shown in Millions



# Disposition of Billets/Positions

Scenario		Officers	Enlisted	Civilian	Students	Total
NRL ORLANDO	Eliminate	0	0	45		45
	Move	0	0	55	0	55

## One-Time Costs Summary

Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svgs	Net Costs
NRL ORLANDO	0.0	0.2	0.2	3.9	5.4	9.8	0.0	9.8

All Dollars shown in Millions

Notes:

## ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
NAMC ORELAND	50K	15K	3 YRS	-0.1

All Dollars shown in Millions

Notes:

# Disposition of Billets/Positions

Scenario		Officers	Enlisted	Civilian	Students	Total
NAWC ORELAND	Eliminate	0	0	0		0
	Move	0	0	0	0	0

# One-Time Costs Summary

Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svgs	Net Costs
NAWC ORELAND					50K	50K		50K

Notes:

All Dollars shown in Millions

# ROI Summary

Scenario	Outfitting (Costs)	Steady/State Savings	ROI Years	20 Year NPV
naesu philadelphia	3.1	-1.6	2 Years	-18.4

Notes:

All Dollars shown in Millions

# One-Time Costs Summary

Scenario	Cancel	Pers	Wind	Move	Other	Total Costs	Swa	Net Costs
naesu philadelphia	1.3	0.1	0.0	1.3	0.3	3.1	0.0	3.1

All Dollars shown in Millions

Notes:

# Disposition of Billets/Positions

Station		Offboard	Eligible	Onboard	Students	Total
naesu philadelphia	Eliminate	1	5	26		32
	Move	4	0	54	0	58



# MILCON Summary Report

Scenario		naesu philadelphia		
Description		NAWC AD PAX RIVER, MD		
Type		New Cost	Renab Cost	Cost
admin space	ADMIN	0	8,700	1.3
TOTAL				1.3

All Dollars shown in Millions

# ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
NATSF	10.0	-1.1	10 Years	-5.1

All Dollars shown in Millions

Notes: Move to SPCC

# Disposition of Billeets/Positions

Scenario		Officers	Enlisted	Civilian	Students	Total
NATSF	Eliminate	1	0	22		23
	Move	2	1	201	0	204

# One-Time Costs Summary

Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svgs	Net Costs
NATSF	5.3	0.4	0.0	4.1	0.0	10.0	0.0	10.0

All Dollars shown in Millions

Notes:

# MILCON Summary Report

<b>Scenario:</b>		NATSF		
<b>Construction</b>		SPCC MECHANICSBURG, PA		
<b>Description</b>	<b>Type</b>	<b>New Rqmt</b>	<b>Rehab Rqmt</b>	<b>Cost</b>
ADMIN SPACE REHAB	ADMIN	0	36,000	5.3
<b>TOTAL:</b>				5.3

All Dollars shown in Millions

# ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
NATSFA	9.6	-1.6	7 Years	-11.6

Notes: ALT - Move to Pax River

All Dollars shown in Millions

# Disposition of Billets/Positions

Scenario		Officers	Enlisted	Civilian	Students	Total
NATSFA	Eliminate	0	0	44		44
	Move	3	1	179	0	183

# One-Time Costs Summary

Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svgs	Net Costs
NATSFA	5.1	0.4	0.0	3.9	0.0	9.6	0.0	9.6

Notes:

All Dollars shown in Millions



# MILCON Summary Report

<b>Scenario:</b>		<b>NATSFA</b>		
<b>Construction</b>		<b>NAWC AD PAX RIVER, MD</b>		
<b>Description</b>	<b>Type</b>	<b>New Rqmt</b>	<b>Rehab Rqmt</b>	<b>Cost</b>
ADMIN SPACE	ADMIN	0	33,000	5.1
<b>TOTAL:</b>				5.1

All Dollars shown in Millions

## ROI Summary

System/Option	One Time Cost (\$M)	Steady State Cost (\$M/yr)	ROI Timeline	20 Year NPV (\$M)
NAVBIODYNLAB OPT A	0.6	-2.9	Immediate	-41.6
NAVBIODYNLAB OPT B	6.2	-1.2	5 Years	-11.8

All Dollars shown in Millions

Notes:

Encl (16)

## Disposition of Billets/Positions

Billet Info		Officers	Enlisted	Civilian	Simulations	Total
NAVBIODYNLAB OPT A	Eliminate	1	11	37		49
	Move	3	0	0	0	3
NAVBIODYNLAB OPT B	Eliminate	1	0	13		14
	Move	3	11	24	0	38

# One-Time Costs Summary

Summary	Contract	Travel	Overhead	Material	Equipment	Travel Costs	Storage	Material Costs
NAVBIODYNLAB OPT A	0.0	0.1	0.1	0.3	0.0	0.6	0.0	0.6
NAVBIODYNLAB OPT B	0.8	0.0	0.1	4.4	0.6	6.2	0.0	6.2

All Dollars Shown in Millions

Notes:

# MILCON Summary Report

Scenario		NAVBODYDYNLAB OPT B		
Location		WRIGHT-PATTERSON AFB, OH		
Discretionary	Other	New Projects	Reliable Projects	Total
ADMIN	OTHER	0	0	0.2
PARKING LOT	OTHER	0	0	0.0
R&D	OTHER	0	0	0.5
Total				0.8

All Dollars shown in Millions

# Document Separator

**BSAT****BASE STRUCTURE ANALYSIS TEAM**

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RP-0461-F9  
BSAT\ON  
22 Nov 1994

## MEMORANDUM FOR THE BASE STRUCTURE EVALUATION COMMITTEE

Subj: REPORT OF BSEC DELIBERATIONS ON 22 NOVEMBER 1994

1. The fifty-second deliberative session of the Base Structure Evaluation Committee (BSEC) convened at 1400 on 22 November 1994 in the Center for Naval Analyses Boardroom. The following members of the BSEC were present: The Honorable Robert B. Pirie, Chairman; Mr. Charles P. Nemfakos, Vice Chairman; Ms. Genie McBurnett; Vice Admiral Richard Allen, USN; Vice Admiral William A. Earner, Jr., USN; Lieutenant General Harold W. Blot, USMC; Lieutenant General James A. Brabham, USMC; and Ms. Elsie Munsell. The following Owners/Operators (i.e. those senior individuals to whom the vast majority of the DoN shore infrastructure reports) were present: Admiral Bruce Demars, USN (Naval Reactors); Admiral Ronald Zlatoper, USN (CINCPACFLT); Admiral William J. Flanagan, USN (CINCLANTFLT); Vice Admiral William Bowes, USN (NAVAIR); Vice Admiral Donald F. Hagen, MC, USN (Surgeon General); Lieutenant General Robert B. Johnston, USMC (MARFORLANT); Vice Admiral Timothy W. Wright, USN (CNET); Lieutenant General George R. Christmas, USMC (DC/S M&RA); Vice Admiral Philip M. Quast, USN (MSC); Vice Admiral George R. Sterner, USN (NAVSEA); Vice Admiral Frank L. Bowman, USN (BUPERS); Rear Admiral Robert M. Moore, USN (NAVSUP); Rear Admiral Walter H. Cantrell, USN (SPAWAR); Major General James E. Livingston, USMC (MARRESFOR); Rear Admiral Jack E. Buffington, CEC, USN (NAVFAC); Rear Admiral Thomas F. Hall, USN (NAVRESFOR); Rear Admiral Thomas F. Stevens, USN (Security Group Command); and Rear Admiral Marc Y. E. Pelaez, USN (ONR). The following members of the Base Structure Analysis Team were present: Mr. Richard A. Leach; Ms. Anne Rathmell Davis; Captain Richard R. Ozmun, JAGC, USN; Lieutenant Colonel Orval Nangle, USMC; and Commander Robert Souders, USN.

2. Mr. Pirie reminded the Owners/Operators that the Secretary of the Navy's guidance for the DoN base realignment and closure (BRAC) process was to reduce excess capacity to the extent feasible. Data used to determine excess capacity and military value has been certified by the chain of command. This is an opportunity to provide comments.

3. Mr. Nemfakos briefed the BSEC's progress to date. It has examined 835 activities in 27 subcategories. Eight subcategories had no excess capacity. Excess capacity in the other subcategories ranged from 19% to 115%. This amounts to enough excess capacity to berth 4 extra carrier battle groups, hangar 5 extra air wings, and

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Subj: REPORT OF BSEC DELIBERATIONS ON 22 NOVEMBER 1994

perform an extra \$1.1 billion of R&D work.

4. Thus far the BSEC has developed 71 scenarios involving 85 potential activities. Most, if not all, initial scenarios will be done by tomorrow, and the BSEC will begin COBRA analysis. These actions, if implemented, would substantially reduce excess capacity across the board. The BSEC is very concerned, however, about how close we can get to zero excess and still have a workable solution.

5. Mr. Nemfakos synopsized the BSEC's configuration deliberations for each of the following subcategories: Naval Stations, Atlantic Fleet; Naval Stations, Pacific Fleet; Air Stations, Atlantic; Air Stations Pacific; Reserve Air Stations; Technical Activities (broken into NAVAIR, NAVSEA, SPAWAR, and Others); Naval Shipyards and Ship Repair Facilities; Inventory Control Points; Supervisor of Shipbuilding, Conversion, and Repair; Fleet & Industrial Supply Centers; Training Air Stations; Integrated Undersea Surveillance Systems; Engineering Field Divisions and Activities; Navy and Marine Corps Reserve Centers; and Readiness Commands. For each subcategory the synopsis included:

- a. the amount of excess capacity found;
- b. the critical factors in determining military value to include the Owner/Operator imperatives;
- c. the rules used for the configuration analysis;
- d. a description of the configuration scenarios developed by the BSEC (numbers 001 through 065); and
- e. the results which the alternative configuration scenarios would have on DoN's excess capacity.

Mr. Nemfakos stressed that the configuration model solution provides a tool that is used by the BSEC as a starting point for deliberation, not a final answer.

6. Mr. Nemfakos reported that, as required by law, the BSEC had given special consideration and emphasis to the Mayor of Vieques' request to return the naval facilities on Vieques. The BSEC determined that the closure of DoN facilities on Vieques would destroy an indispensable training resource that could not be duplicated. Consequently, the BSEC decided not to close DoN facilities on Vieques.

7. The configuration scenarios are not final recommendations. The BSEC expects the COBRA analysis to demonstrate that some alternatives are not cost effective. It is critical, however, that the BSEC receive accurate numbers in the COBRA responses.



Subj: REPORT OF BSEC DELIBERATIONS ON 22 NOVEMBER 1994

Otherwise, it may make decisions that are not supported by the numbers, or the BSEC will have to perform budget analysis to bring the numbers in line with reality. Mr. Nemfakos reminded the Owners/Operators that when they provide COBRA responses, they also have an opportunity to suggest a better solution, not as to which activity closes but as to what happens to the necessary functions at the closing activity. The alternative can be better operationally or fiscally.

8. Rear Admiral Moore asked whether the final recommendations would leave commanders with any discretion regarding the location of functions. The BSEC will try to protect that prerogative; however, there are dangers in being either too general or too specific. Owners/Operators will have access to the final language.

9. Admiral Flanagan advised that the airspace at Key West is what is critical at that activity, and the COBRA scenario response for closing NAS Key West tried to reflect that fact. He also advised that six submarines were scheduled to go to New London and that is the reason the COBRA response for closing New London showed 20 vice 14 submarines being relocated. Admiral Flanagan also reported that Norfolk had no piers for patrol craft and that he believed Norfolk was being overloaded. He recommended a close look at Norfolk's pier capacity. Mr. Nemfakos invited Admiral Flanagan to send up some of his staff to review the data that the BSEC was using.

10. Admiral Zlatoper advised the BSEC that it was not necessary to keep excess capacity in Guam in order to maintain DoN's strategic presence there. He also stated that DoN does need to maintain a small number of submarines on the west coast because of the training conducted there.

11. The BSEC will meet with the Assistant Secretaries next week to update them. The following week, the BSEC will meet with the Vice Chief of Naval Operations, the Assistant Commandant of the Marine Corps, and the Owners/Operators to let them know what the specific recommendations look like.

12. The deliberative session adjourned at 1540.



ORVAL E. NANGLE  
LTCOL, USMC  
Recording Secretary

**BSAT****BASE STRUCTURE ANALYSIS TEAM**

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RP-0455-F8  
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23 NOV 1994

## MEMORANDUM FOR THE BASE STRUCTURE EVALUATION COMMITTEE

Subj: REPORT OF BSEC DELIBERATIONS ON 23 NOVEMBER 1994

- Encl: (1) Scenario Development Data Calls 050-072  
(2) Briefing Materials for Review/Analysis of BRAC-95  
Scenario Development Data Call Responses  
(3) Briefing Materials for COBRA Analysis (NAF Adak)  
(4) Briefing Materials for COBRA Analysis (NOPF Whidbey  
Island)  
(5) Briefing Materials for COBRA Analysis (NAS Brunswick)  
(6) Briefing Materials for COBRA Analysis (FISC  
Charleston)  
(7) Briefing Materials for COBRA Analysis (FISC Guam)  
(8) Briefing Materials for COBRA Analysis (Waterfront  
Little Creek)  
(9) Briefing Materials for COBRA Analysis (Training Air  
Stations)

1. The fifty-third deliberative session of the Base Structure Evaluation Committee (BSEC) convened at 0940 on 23 November 1994 in the Base Structure Analysis Team (BSAT) Conference Room at the Center for Naval Analyses. The following members of the BSEC were present: The Honorable Robert B. Pirie, Jr., Chairman; Mr. Charles P. Nemfakos, Vice Chairman; Ms. Genie McBurnett; Vice Admiral Richard Allen, USN; Vice Admiral William A. Earner, Jr., USN; Lieutenant General Harold W. Blot, USMC; Lieutenant General James A. Brabham, USMC; and Ms. Elsie Munsell. The following members of the BSAT were present: Mr. Richard Leach; Mr. David Wennergren; Ms. Murrel Coast; Captain Richard Ozmun, JAGC, USN; and Lieutenant Colonel Orval Nangle, USMC. Ms. Anne Rathmell Davis arrived at 1005.

2. Mr. Wennergren briefed the draft scenario development data calls 050-072 concerning Training & Education Centers, Reserve activities, Administrative Activities, and Technical Centers. See enclosure (1)). The BSEC approved the data calls as presented and directed that the data calls be sent to the designated activities.

3. Mr. Wennergren briefed the BSEC concerning the review/analysis of BRAC-95 scenario development data call responses. See enclosure (2). The methodology/assumptions used in the COBRA return on investment calculations derive from OSD policy, standard costing practices/policies, and BSEC decision papers. The analytical

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support role of the BSAT is to aggressively challenge cost estimates to ensure consistency with standing policies and procedures (COBRA algorithms/process, DON cost considerations, and OSD policy) and reasonableness of cost estimates (savings and costs). Enclosure (2) reflects the procedures and rules for the review/analysis of BRAC-95 scenario development data call responses.

4. The BSEC recessed at 1120 and reconvened at 1145. All BSEC and BSAT members present when the session recessed were once again present. In addition, Captain Michael Nordeen, USN, Captain David Rose, USN, Captain Kevin Ferguson, USN, Commander Loren Heckelman, SC, USN, Commander Robert Souders, USN, and Lieutenant Commander Beth Leinberry, CEC, USN, were also present.

5. Mr. Wennergren briefed the results of COBRA analysis for the closing of Naval Air Facility (NAF) Adak. See enclosure (3). The analysis reflected one-time costs of \$12.1 million and return on investment in 1 year. The one-time costs included: \$1.0 million for Personnel (including severance pay and unemployment costs for 61 civilians); overhead costs of \$8.9 million; and moving costs of \$2.1 million (which included unique shipping costs for 500 personal vehicles at approximately \$3,000 per vehicle). The BSAT excluded environmental clean up costs of \$220 million, \$1.8 million of which was for the removal of 620 abandoned vehicles. This is in accordance with OSD policy which provides that environmental costs at losing bases will be excluded. However, a \$650,000 cost to remove caribou off the island was included because of an existing agreement between the DON and the State of Alaska regarding the disposition of the herd in the event of the base's closure. The number of billets/positions eliminated was 601 and the number of billets/positions moved was 0. The BSAT advised that the analysis was based upon the elimination of billets/positions in FY 2001, even though the last operational activity other than NAF Adak is scheduled out in FY 1995. Noting the desire of the DON leadership to close bases as quickly as possible, the BSEC decided that if the last operational activity other than the NAF is out of Adak in FY 1995, then the analysis should reflect NAF Adak personnel being out in FY 1997 vice FY 2001.

6. Mr. Wennergren briefed the COBRA analysis for closing NOPF Whidbey Island and consolidating facilities at NOPF Dam Neck. See enclosure (4). The one-time costs were \$35.3 million and the return on investment was 100+ years. The analysis resulted in the elimination of 139 billets/positions and the movement of 122 billets/positions. New requirement military construction costs at NOPF Dam Neck were \$0.5 million. In its review, the BSEC agreed that a recurring cost of \$2.4 million for a satellite communications link from Whidbey Island to Dam Neck was appropriately included. However, the BSEC decided that a recurring

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cost of \$2.4 million for a satellite linkage to Canada for use by Canadian personnel displaced by the closure of NOPF Whidbey Island should not be included. The BSAT advised that a 20% reduction in movement costs for data processing equipment at Whidbey Island may be attainable and recommended further cost investigation. The BSEC directed the BSAT to run the analysis again without the \$2.4 million in recurring costs for the satellite linkage to Canada and to investigate any potential additional savings in costs.

7. Mr. Wennergren briefed the COBRA analysis for closing NAS Brunswick and moving the 3 P-3 Squadrons and 1 VPU to NAS Jacksonville. See enclosure (5). The analysis resulted in one-time costs of \$51 million and an immediate return on investment. There were 783 billets/positions eliminated and 1,838 billets/positions moved. Military construction costs at NAS Jacksonville totaled \$21.4 million. The major cost was \$20.9 million for the construction of a Bachelor Enlisted Quarters (the current occupancy rate at the Jacksonville BEQ is 98%). Included in the costs of closing NAS Brunswick were \$1.2 million per year for maintaining Whitehouse as an outlying field and \$1.2 million per year for Pinecastle electronic warfare range to support the VPU squadron. With the closure of Cecil Field, the BSEC agreed that the cost was appropriately included in the analysis. The BSAT advised that the analysis included a recurring cost of \$3.0 million to provide berthing support for personnel at Bath, Maine. Those personnel currently use the facilities at NAS Brunswick. The BSEC accepted the COBRA analysis as presented.

8. Mr. Wennergren briefed the COBRA analysis for closing Fleet Industrial Supply Center (FISC) Charleston. See enclosure (6). There will be no mission for FISC Charleston by FY 1997. The analysis reflected one-time costs of \$2.3 million (overhead costs) and a return on investment in 2 years. As the move was local there were no moving costs. The closure scenario resulted in the elimination of 2 billets/positions and the movement of 83 billets/positions (64 of the 83 billets/positions move to NISE East). The BSEC accepted the results of the COBRA analysis.

9. Mr. Wennergren briefed the COBRA analysis for the following scenarios: ALT1: Close FISC Guam, with AFS Loadout/Resupply and DGAR Support RSS to FISC Yokosuka, and HHG/POV, HAZMAT minimization, Freight Delivery and warehousing commissary/Navy Exchange stores to NAVMAG Guam; and ALT2: Close FISC Guam, with AFS Load/Resupply and DGAR Support RSS to FISC Pearl Harbor, and HHG/POV, HAZMAT minimization, Freight Delivery and warehousing commissary/Navy Exchange stores to NAVMAG Guam. See enclosure (7). The ALT1 one-time costs are \$14.3 million and the return on investment is immediate. The ALT2 one-time costs are \$27.2 million and the return on investment is immediate. For both alternatives the analysis resulted in the elimination of 344 billets/positions

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and the movement of 145 billets/positions. The net costs for ALT1 reflect a savings of \$7.8 million and the net costs for ALT2 are \$5.0 million. In reviewing ALT1 the BSEC discussed the possibility of a future rollback from Japan, and questioned the wisdom of moving additional assets there. The BSEC decided that it made no sense to move any personnel from Guam (enlisted, officer, or civilian) to FISC Pearl Harbor as that facility is already underutilized. Accordingly, the BSEC directed the BSAT not to include any movement of personnel from Guam to FISC Pearl Harbor in the analysis. The BSEC also challenged the need for new military construction at Pearl Harbor to build a cold storage warehouse (67,000 square feet/\$10 million), and directed the BSAT to have FISC Pearl Harbor justify that need.

10. Mr. Wennergren briefed the COBRA analysis for closing the Little Creek Waterfront at Naval Amphibious Base Little Creek, moving amphibious ships and small craft to Naval Station Norfolk. The data call response also moves 11 FFGs to Naval Station Mayport. See enclosure (8). The analysis resulted in one-time costs of \$447.2 million and return on investment is never attained. Return on investment is never achieved due to the failure to eliminate any billets/positions and the significant military construction costs at Naval Station Norfolk (\$334 million). The major military construction costs were for small craft berthing (\$121 million), small craft maintenance (\$92.6 million), and small craft administration (\$62.9 million). The movement of the 11 FFGs to Naval Station Mayport resulted in \$31.1 million in military construction costs. Upon reviewing the results of the COBRA analysis, the BSEC found that the results were skewed by including the movement of waterfront small craft with the larger amphibious ships. It is the BSEC's intent for the scenario to move only the larger amphibious ships and to eliminate the need to maintain the ships and the piers, dredging, etc. for those ships at Little Creek. The BSEC also determined that the movement of the 11 FFGs is unnecessary as there was sufficient pier space at Naval Station Norfolk. The BSEC directed the BSAT to rerun the analysis without including the small craft and not moving the 11 FFGs to Naval Station Mayport.

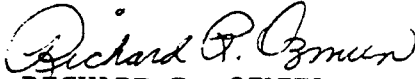
11. The BSEC recessed at 1330 and reconvened at 1335. All BSEC members present when the meeting recessed were present once again. The following members of the BSAT were present: Mr. Leach, Mr. Wennergren, Ms. Rathmell Davis, Mr. Belcher, Captain Buzzell, Captain Bills, Captain Ozmun, Lieutenant Colonel Nangle, Commander James, Lieutenant Commander Bertolaccini, and Major Gerke.

12. Mr. Wennergren briefed the COBRA analysis for closing Training Air Stations. Three scenarios were presented. See enclosure (9). In reviewing the analytical results the BSEC had several questions concerning military construction costs in all three scenarios. The

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BSEC directed the BSAT to obtain the necessary data from field activities for review at a future deliberative session.

13. The session adjourned at 1425.

  
RICHARD R. OZMUN  
CAPT, JAGC, USN  
Recording Secretary

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29 NOV 1994

## MEMORANDUM FOR THE BASE STRUCTURE EVALUATION COMMITTEE (BSEC)

Subj: REPORT OF BSEC DELIBERATIONS ON 29 NOVEMBER 1994

- Encl: (1) ASD for Economic Security Memorandum of 23 November 1994 (Subj: BRAC-95, Policy Memorandum Two, and Joint Cross-Service Group Functional Analysis)
- (2) BRAC-95 Scenario Development Data Calls 074-095
- (3) Briefing Materials for COBRA Analysis (NISE San Diego)
- (4) Briefing Materials for COBRA Analysis (NAVMASSO Norfolk)
- (5) Briefing Materials for COBRA Analysis (NUWC New London)
- (6) Briefing Materials for COBRA Analysis (NPRDC San Diego)
- (7) Briefing Materials for COBRA Analysis (NISE Norfolk)
- (8) Briefing Materials for COBRA Analysis (SUBASE San Diego)
- (9) Briefing Materials for COBRA Analysis (EFD/EFA WESTDIV, SOUTHDIV, and EFANW)
- (10) Briefing Materials for COBRA Analysis (NAS Atlanta)

1. The fifty-fifth deliberative session of the Base Structure Evaluation Committee convened at 1015 on 29 November 1994 in the Base Structure Analysis Team (BSAT) Conference Room at the Center for Naval Analyses. The following members of the BSEC were present: Mr. Charles P. Nemfakos, Vice Chairman; Ms. Genie McBurnett; Vice Admiral Richard Allen, USN; Vice Admiral William A. Earner, Jr., USN; and Lieutenant General James A. Brabham, USMC. Mr. Pirie arrived at 1205. The following members of the BSAT were present: Mr. Richard Leach; Ms. Anne Rathmell Davis; Mr. David Wennergren; and Captain Richard R. Ozmun, JAGC, USN.

2. The BSEC reviewed enclosure (1) which is a memorandum issued by the Assistant Secretary of Defense (Economic Security) that summarizes the process, involving both Joint Cross-Service Groups (JCSG) and the individual Military Departments, for developing BRAC alternatives in situations involving such common support functions as labs, depots, test & evaluation, undergraduate pilot training, and medical facilities. Upon reviewing the memorandum the BSEC reiterated its desire to support the Joint Cross Service (JCS) effort noting, however, that there are significant differences in the analytical processes used by the JCSGs and the DON which must be accommodated. For example, the JCSG Depot Maintenance analysis focuses on unique functional commodity groups (approximately 60)

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and seeks to optimize DOD support along strict functional commodity lines. By contrast, Navy Depot Maintenance is site specific and dependent upon concurrent repair utilizing backshops. The DON analytical process measures capacity by assessing work performance across the major product lines and assigns military value for the site as a whole. The supporting facilities at each NADEP are designed to support the production line of major end items that the depot is responsible for (e.g., a NADEP would be responsible for overhaul of landing gear of the type/model/series aircraft for which it is responsible). The Joint Cross Service depot maintenance approach is different in that its functional approach seeks to consolidate all landing gear maintenance at a single DOD site. To implement a functional "center of excellence" philosophy would require the Navy to invest in substantial pipeline spares assets to support the requirement of performing depot maintenance at a place other than where the end item is worked. To accommodate the differences in analytical processes in common support areas, DON data calls have been issued in a format consistent with gathering the necessary data for Joint Cross Service analysis.

3. Mr. Wennergren presented the draft scenario data calls 074-095 based on the alternatives provided by the Joint Cross Service Groups. See enclosure (2). Upon reviewing the scenario development data calls, the BSEC directed that Scenario 074 include the following: "Consolidate necessary functions with NPRD, Memphis." Mr. Wennergren advised the BSEC that each scenario development data call includes the following words: "This scenario is an alternative which has been provided to the DON JCSG Working Group." With the above changes the BSEC directed the BSAT to send the scenario development data calls to the designated activities.

4. The BSEC recessed at 1140 and reconvened at 1155. All members of the BSAT present when the session recessed were once again present, except for Captain Moeller. In addition, Mr. Gerald Schiefer, Mr. Don DeYoung, Commander Scott Evans, USN, and Major Walt Cone, USMC, were present.

5. Mr. Wennergren briefed the results of COBRA analysis for closing NISE San Diego, and consolidating with NCCOSC RDT&E Division, San Diego. See enclosure (3). The results reflected one time costs of \$1.7 million and an immediate return on investment (ROI). The number of positions eliminated was 58 (for support personnel), the number of positions moved was 115 (for technical personnel), and 625 positions remained but were administratively moved to NCCOSC RDT&E Division, San Diego. The BSEC accepted the results of the COBRA analysis as presented. Mr. Pirie arrived at 1205.

6. Mr. Wennergren briefed the results of COBRA analysis for closing NAVMASSO. See enclosure (4). Two scenarios were presented,

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NAVMASSO (SPAWAR) and NAVMASSO (LANT). In the NAVMASSO (SPAWAR) scenario, NAVMASSO was consolidated with NISE East, but geographically remained in Norfolk in the SPAWAR chain of command. In the NAVMASSO (LANT) scenario, NAVMASSO was consolidated into the LANTFLT chain of command. Upon reviewing both scenarios, the BSEC decided to further consider only the NAVMASSO (SPAWAR) scenario, due to the greater steady-state savings (\$2.7 million vice \$2.2 million per year) obtained through larger reductions in billets/positions. Under the NAVMASSO (SPAWAR) scenario 21 billets/positions for support personnel were eliminated (approximately 39% of support positions). The BSEC decided that in view of the substantial percentage of support billets/positions remaining, additional reductions may be attainable. Accordingly, the BSEC directed the BSAT to request NAVMASSO to determine where other reductions in support billets/positions could be made and to provide justifications for any support billets/positions proposed for consolidation. Further consolidation as a NCCOSC was also to be considered.

7. Mr. Wennergren briefed the results of the COBRA analysis for the closure of NUWC, New London, and the movement of necessary functions to NUWC, Newport. See enclosure (5). The one-time costs were presented as \$23.4 million, and return on investment was in 3 years. The analysis includes the elimination of 58 civilian positions (this represents a 12% reduction in staffing) and the movement of 425 billets/positions to NUWC Newport. Noting that NUWC Newport already had officer/enlisted staffing, the BSEC directed the BSAT to eliminate the two officer and three enlisted billets/positions the scenario showed moving to NUWC Newport. Mr. Wennergren advised the BSEC that the Navy Submarine Magnetic Silencing Facility (a tenant of NUWC New London and a one person facility) would remain at New London. The Coast Guard Station, also a tenant, has exercised its option under prior agreement to occupy 13 acres of the base and will remain at New London. Mr. Wennergren advised that the analysis included a one-time savings of \$5.2 million for cost avoidance of a BRAC-91 action (the BRAC-91 action moved the Towed Array Facility to NUWC New London). The analysis also included approximately \$50,000 in reduced travel costs between NUWC New London and NUWC Newport as a result of the consolidation. The one-time costs include approximately \$11 million to move NUWC New London facilities to NUWC, Newport. Approximately \$4.2 million is required to move the facilities and approximately \$6.8 million is required to rehabilitate receiving facilities at NUWC, Newport. The BSEC was concerned about the cost of moving the facilities to NUWC Newport and questioned whether it was necessary to maintain the facilities in-house at NUWC Newport. The BSAT advised that one of the facilities that was being moved to NUWC Newport was the Towed Array Facility, which did early development work in submarine and surface ship sonar transducers and was necessary for future requirements. The BSEC further discussed the issue of in-house

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facilities requirements and private sector capabilities. The BSEC then directed the BSAT to identify the 7 facilities proposed for movement to NUWC Newport, and to identify those facilities which support future development requirements, support mature technology currently provided by industry, and support mature technology that can be provided by industry. The BSEC would continue its review of the COBRA analysis for the closing of NUWC New London when the above information was available.

8. Mr. Wennergren briefed the COBRA analysis for the closing of NPRDC San Diego, and the movement of appropriate functions to NAWC Training Systems Division (TSD), Orlando, and BUPERS, Memphis. See enclosure (6). The analysis showed one-time costs of \$9.6 and a 2 year return on investment. The scenario resulted in the elimination of 5 billets/positions and the movement of 166 billets/positions. Noting that the NPRDC billets/positions were being consolidated with other activities, the BSEC believed that further billet/position reductions could be made. Accordingly, the BSEC directed that a COBRA analysis be run with all billets/positions for support personnel eliminated, and with the billets/positions for technical personnel reduced by 20%. (20% was consistent with the projected decline in resources for Technical Centers for FYs 1997-2001). Regarding the movement of functions to BUPERS Memphis, the BSEC questioned the need for \$2.9 million in military construction costs to meet rehabilitation requirements. The analysis reflected rehabilitation requirements were for 36,054 square feet; however, the military construction costs had erroneously been based on 57,000 square feet (the cost for rehabilitating an entire building), resulting in excess military construction costs. The BSEC directed the BSAT to recompute the rehabilitation costs using the DOD standard for moving personnel into building spaces. The BSEC also questioned the need for \$1.7 million for new military construction (e.g., for administrative, RDT&E, and supply/storage requirements) to move functions to NAWC TSD Orlando. The BSEC directed the BSAT to find out whether NAWC TSD Orlando could receive the NPRDC functions without new military construction costs.

9. Mr. Wennergren briefed the BSEC on the COBRA analysis for the closing of NISE East Detachment (Det) Norfolk and the relocation of necessary functions to Naval Shipyard Norfolk (NSY). See enclosure (7). The analysis showed one-time costs of \$17.6 million, and a return on investment in 11 years. The scenario resulted in the movement of 59 billets/dispositions, however, there were no billets/positions eliminated. The relocation of functions resulted in military construction costs of \$15.4 million. The major military construction cost was \$12 million to build a new facility (50,000 square feet) outside the shipyard to meet NISE East Det Norfolk's reported requirement to conduct RDT&E in an electronic magnetic interference (EMI) quiet environment. The NSY had

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responded that the facility should be located off the main shipyard due to the radiation caused by ship and production operations. Noting that EMI sensitive work had previously been sent to NISE East Charleston because of its electronically quiet environment, the BSEC questioned the need for NISE East Det Norfolk to conduct EMI sensitive work. The BSEC directed the BSAT to find out whether EMI sensitive work was part of NISE East Det Norfolk mission requirements.

10. The BSAT briefed the BSEC concerning AEGIS Moorestown and AEGIS Combat Systems Center Wallops Island. The scenario was to close both activities. The responses reflected that Moorestown is configured to perform production acceptance and operational testing of all upgrades of AEGIS systems testing and that Wallops Island replicates all of the versions of the AEGIS systems for integration into other shipboard systems. The responses further reflected that Moorestown is collocated with its manufacturer and should it be closed its manufacturer would have to ship its product elsewhere for testing and then have the product shipped back. Upon discussion, the BSEC decided that because of the nature of the work performed by Moorestown and Wallops Island that neither should be further considered for closure in the COBRA analysis of the Technical Centers. Each activity would be placed in a subcategory consistent with the nature of work it performed.

11. Mr. Wennergren briefed the COBRA analyses for the following Engineering Field Division/Activity scenarios: (1) Close WESTDIV (San Bruno) and (2) Close WESTDIV, SOUTHDIV (Charleston), and EFA NORTHWEST (Bangor). See enclosure (8).

a. The scenario closing WESTDIV, with WESTDIV Headquarters transferring to SOUTHWESTDIV (San Diego), showed one-time costs of \$6.1 million and return on investment in two years. The number of billets/positions moving under the scenario was 240, and the number of billets/positions eliminated by the scenario was 32. The BSEC discussed the fact that the elimination of the 32 billets/positions represented only a 12% reduction in headquarters staff positions and did not correspond with the approximate 30% reduction in WESTDIV customer base as a result of BRAC-93. Accordingly, the BSEC directed the BSAT to perform the COBRA analysis with a 30% elimination of billets/positions. The BSEC further directed that the COBRA analysis consider WESTDIV as closing in 1999 vice 2001 as this would maintain consistency with the BRAC-93 closures of the WESTDIV customer base. The BSEC directed the BSAT to adjust moving costs consistent with the reductions in billets/positions. Mr. Wennergren advised the BSEC that the military construction costs of a new Reserve Center for a Marine Corps Reserve unit (WESTDIV tenant) remaining at the activity was excluded from the COBRA analysis. The BSAT recommended that the analysis consider the Marine Corps Reserve unit as remaining in two buildings on the

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WESTDIV compound, with a property/building transfer to an adjacent Reserve Center. The BSEC accepted that recommendation.

b. The scenario closing WESTDIV, SOUTHDIV, and EFA NORTHWEST, transferred EFA WESTDIV and EFA NORTHWEST to SOUTHWESTDIV, and SOUTHDIV to LANTDIV (Norfolk). The analysis showed one-time costs of \$47.8 million and return on investment in 6 years. The scenario resulted in the elimination of 115 billets/positions and the movement of 931 billets/positions. The BSEC discussed the high military construction costs (\$23.6 million) in moving SOUTHDIV to LANTDIV (Norfolk). The construction costs reflected new construction for administrative space, parking structure, and a fiber optic network. Upon discussion, the BSEC directed the BSAT to run a new scenario closing SOUTHDIV and establishing an EFA at Naval Station Jacksonville. This scenario would establish a facility in the south near a fleet concentration center where excess space existed. The BSAT advised that the closure of EFA NORTHWEST resulted in the elimination of 18 billets/positions and costs of \$2.8 million to terminate a 10 year lease.

The BSEC directed the BSAT to break out the individual activity results of the COBRA analysis for the closure WESTDIV, SOUTHDIV, and EFA NORTHWEST for review at the next session.

12. Mr. Wennergren briefed the COBRA analysis for the closing of SUBASE, San Diego. The analysis showed one-time costs of \$12.7 million and an immediate return on investment. The analysis resulted in the elimination of 60 billets/positions (1 officer, 43 enlisted, and 16 civilian) and moved 1,716 billets/position (90 officers, 1,541 enlisted, 11 civilian, and 74 students). The scenario moves SUBDEVGRU 1 to Naval Air Station North Island and an Army EOD unit to Kirtland Air Force Base. The movement of SUBDEVGRU 1 to NAS North Island resulted in \$4.5 in new military construction requirements, with the construction of an administrative building being the major cost (\$3.0 million). The BSAT advised that SUBDEVGRU 1 was moving into less space than it had previously occupied. The BSEC accepted the COBRA analysis for the movement of SUBDEVGRU 1 to NAS North Island. The construction of a transient Trident berth at NAS North Island was excluded in the COBRA analysis as a cost that should be borne outside the BRAC process. The BSEC then reviewed the scenario moving Army EOD to Kirtland AFB, New Mexico. That move would result in \$2.1 million in new military construction. Upon discussing the high military construction costs of the move, the BSEC directed the BSAT to investigate the feasibility of moving Army EOD to NSWC Fallbrook, where excess capacity exists, thus potentially minimizing military construction costs at the receiving site. The BSAT advised that in a revised data call response CINCPACFLT provided that as a result of a Program Review '95 (PR-95) decision to single site all submarines in the Pacific, OPNAV had zero funded SUBASE San Diego

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after FY 1997. Subsequent to that decision CINCPACFLT determined the need to keep a cadre of submarines in San Diego. PACFLT is actively pursuing funding and personnel resources for SUBASE San Diego through the established program review process; however, the initiative to retain a presence at SUBASE San Diego will not be resolved until June 1995. CINCPACFLT expressed his concern that the resource data provided in the data call response could be interpreted to suggest that SUBASE San Diego is already planned for closure by CINCPACFLT, and could result in a double cut in funding and personnel, once to PR-95 and again when budgets are put together based on COBRA derived savings expectations. CINCPACFLT further provided that since the program review decision will not be made until June 1995, any BRAC-95 scenario to close SUBASE San Diego should assume funding will be restored to operate the base until closure. The BSEC decided that its decisions could not be made on the basis of unexecuted budget assumptions. Accordingly, the BSEC decided that the costs associated with relocating the operational units should not be borne by BRAC since SUBASE San Diego was essentially closed outside the BRAC process.

13. Mr. Wennergren briefed the results of the COBRA analysis for the closing of NAS Atlanta. See enclosure (10). The following scenarios were reviewed.

a. Close NAS Atlanta, move C-9 squadrons to South Weymouth and H-1 squadron to MCAS, New River. The analysis reflected one-time costs of \$57.5 million and a return on investment in one year. The scenario resulted in the elimination of 508 billets/positions and the movement of 406. The analysis included a \$6.5 million military construction cost for a Naval Air Reserve Center (NARCEN) at Dobbins Air Force Base. The BSAT advised that the NARCEN would serve the approximate 800 air related reserve billets remaining in the demographically productive Atlanta area. Mr. Wennergren advised that \$50,000 in costs for taking down display aircraft and shipping them to NAS Pensacola had been disallowed. Regarding the move to MCAS New River, the analysis reflected military construction (new requirements) costs of \$30.7 million, with the construction of a Reserve Center (\$9.2 million), Maintenance/Hangar Type 1 (\$6.9 million), and Family Housing (\$4.9 million) constituting the major costs. The BSAT advised the BSEC that there was concern that MCAS New River could not demographically support the Reserve units being moved there. The data reflected that only 69.6% of the Marine Corps Reserve unit billets in the New River area are currently filled. Should the Marine Corp Reserve units from Atlanta be moved to New River, the estimated annual shortfall is 260 drilling reservists. The Commanding General, Marine Corps Recruiting Command, considers the movement of the Marine Corps Reserve units at NAS Atlanta to MCAS New River to be demographically insupportable. The BSAT advised the BSEC that the Reserve Force considered Jacksonville to be demographically capable

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of supporting the squadrons. The BSEC discussed the high military construction costs and the demographic issues involved in a move to MCAS New River. The BSEC then discussed the moving of the C-9 squadrons to South Weymouth. The move required new military construction costs of \$8.5 million for a runway extension to accommodate C-9 operations under adverse conditions and the building of a new training building. Upon discussing the above the BSEC directed the BSAT to run another scenario which closed NAS Atlanta, moved the C-9 squadron to NAS Brunswick, and moved the H-1 squadron to Naval Station Mayport.

b. The BSEC then reviewed the analysis of the scenario, Close NAS Atlanta, C-9s to Dobbins AFB, and H-1 to MCAS New River. In discussing this scenario the BSEC noted the low military construction costs involved in moving the C-9s to Dobbins Air Force Base, and its remaining in the Atlanta demographic area.

c. The BSEC then reviewed the analysis of the scenario, Close NAS Atlanta, C-9s to New Orleans, and H-1 to MCAS New River. In its discussion, the BSEC noted the high military construction costs (\$13.2 million) involved in moving the C-9s to NAS New Orleans.

Upon discussion, the BSEC directed that a scenario be run which sends the C-9s to Dobbins AFB and relocates the H-1 squadron to Naval Station Mayport.

14. The meeting adjourned at 1500.

  
RICHARD R. OZMUN  
CAPT, JAGC, USN  
Recording Secretary



**ASSISTANT SECRETARY OF DEFENSE**

**3300 DEFENSE PENTAGON  
WASHINGTON DC 20301-3300**

**November 23, 1994**



**MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF THE DEFENSE AGENCIES**

**SUBJECT: 1995 Base Realignments and Closures (BRAC 95) -- Policy Memorandum Two --  
Joint Cross-Service Group Functional Analysis Process**

This memorandum summarizes the process, involving both Joint Cross-Service Groups (JCSGs) and the individual Military Departments, for developing BRAC alternatives in situations involving such common support functions as labs, depots, test & evaluation, undergraduate pilot training and medical facilities.

JCSGs will determine a functional value for each of the common support functions at each activity within their jurisdiction. These functional values will be independent of the military value of any installation, which is separately determined by the Military Departments. The assessments of functional value and assessments of functional capacity and requirements, using certified data, will then be incorporated into JCSG analyses of possible functional closure or realignment alternatives. The JCSG's (which include representatives from the Military Departments) will use their expertise and judgment to develop these functional closure or realignment alternatives.

To assist them as an analytic tool in this process, the JCSGs will use a linear programming optimization model (documentation attached) to the maximum extent possible. The model provides a basis for further analysis and the application of judgment in developing functional alternatives. While the model has value in assessing alternatives for relocations and consolidations of common support functions, it cannot by itself make recommendations regarding closures or realignments of installations. Those can be made only by the Military Departments or the BRAC 95 Review Group, reflecting judgment concerning the military value of installations, based on the final criteria and the six-year force structure plan.

ENCLOSURE (1)





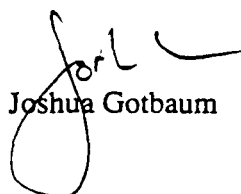
Each JCSG is currently supported in its evaluations by a Joint Cross-Service Working Group (JCSWG), variously referred to as "sub-groups", "study teams" or "technical and support groups." JCSWGs will adapt the linear programming (optimization) model to assist each JCSG in its analysis and aid in developing alternatives. All JCSGs will be supported by a single Tri-Department BRAC Group consisting of representatives from each Military Department, which will execute runs of the linear programming (optimization) model, using certified data, according to the objective functions and policy imperatives provided by the JCSGs and the management controls required by the internal control plan. JCSG alternatives can be derived from any number of combinations of objective functions and policy imperatives as long as they have been previously approved by the Chairman of the BRAC 95 Steering Group.

The Military Departments will conduct their individual BRAC processes in parallel with the JCSG analyses, to determine the relative military value of their installations. JCSG products such as functional value may be used to assist in determining installation military value. If it is useful to a JCSG in developing its alternatives for analysis, a JCSG may solicit the guidance of the Military Departments concerning the military value of installations. It must be recognized that any such guidance must necessarily be preliminary and will not constitute a final determination of military value or of suitability for closure or realignment.

The JCSGs and the Military Departments will then review the sets of optimization model outputs. Working together, the JCSGs and the Military Departments will apply their collective judgment to develop feasible functional alternatives to facilitate cross-service actions that will strive to maximize infrastructure (overhead) reductions at minimal cost. This cooperative work by the JCSGs and the Military Departments should be completed in time for the BRAC 95 Review Group to consider any issues that may be appropriate and to leave sufficient time for the Military Departments to formulate their recommendations. The JCSGs and Military Departments will continue to interact during November and December as the Military Departments consider cross-service alternatives in their respective BRAC analytical processes.

The Military Departments will present their recommendations for closure and realignment to the Secretary of Defense no later than mid-February, 1995. The Military Departments will provide the Secretary of Defense a status report, to include all preliminary closure and realignment candidates, by January 3, 1995. The Office of the Assistant Secretary of Defense for Economic Security will staff the Military Department recommendations within the Office of the Secretary of Defense. The BRAC 95 Review Group or OSD principals may solicit the opinion of or task the JCSG's during this period, if and as appropriate.

The process described above involves appropriate interaction between JCSG and Military Department analyses and permits consideration of joint functional alternatives to be incorporated within the existing BRAC process of the Military Departments. If you have questions concerning the process, please contact Mr. Robert Bayer, Deputy Assistant Secretary of Defense for Installations, 703-697-1771.

  
Joshua Gotbaum

# ***Joint Cross-Service Analysis Tool User's Guide***

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## **Executive Summary**

### **Background**

The Deputy Secretary of Defense established policy for the Department of Defense 1995 base realignment and closure (BRAC 95) process with strong emphasis on cross-service opportunities. This document describes operations and capabilities of the common analytical tool to assist Joint Cross-Service Groups (users) in the development of cross-service alternatives as part of the BRAC process.

### **Analytical Tool**

A standard tool often used to develop optimal solutions to complex allocation problems is the mixed-integer, linear program (MILP). The cross-service analysis of allocations of common support functional requirements to Military Department sites and activities is a complex allocation problem.

The MILP formulation described in this document can be used to develop cross-service functional alternatives. The data elements required for this tool are derived from the certified data available to the user. Policy imperatives and other constraints and considerations can be incorporated into the model to allow the tailoring of formulations to accommodate functional attributes and perspectives.

The tool provides the capability to vary the objective function for a formulation in order to obtain families of solutions. A solution defines a set of functional allocations and identification of sites or activities where cross-service functional workload could be assigned. An objective function that combines military value of sites and activities with functional values is discussed in this document. This particular objective function will tend to consolidate common support functions into high military value sites or activities. At the same time, this objective function will assign common support functions to sites having high functional values. The weighting between these two goals can be parameterized to obtain families of solutions for further consideration.

Second and third best alternatives for a given formulation can be obtained using methods described in this document. These alternatives may be considered as additions to the set for further review.

Other objective functions that the user may wish to consider in addition to the one mentioned above, include minimizing excess functional capacity, minimizing the total number of sites performing cross-service functions, and maximizing the sum of functional values. This tool will also allow the user to explore the sensitivity of the optimal solution for a given formulation to particular model inputs.

The MILP formulation described provides the basic analytical tool to generate cross-service functional alternatives.

## BRAC-95 Scenario Development Data Calls

### 078 Realign NADEP North Island

#### Commodity

#### Transfer to:

2c Hydraulics/Pneumatics

NADEP Cherry Point

2e Landing Gear

ALC-Ogden

### 079 Realign NADEP Cherry Point

#### Commodity

#### Transfer to:

2d Instruments

NADEP North Island

2e Landing Gear

ALC-Ogden

2g Avionics/Electronics

NADEP North Island

3d Blades and Vanes

ALC-Oklahoma City

### 080 Realign NADEP Jacksonville

#### Commodity

#### Transfer to:

2c Hydraulics/Pneumatics

NADEP Cherry Point

2d Instruments

NADEP North Island

2e Landing Gear

ALC-Ogden

2g Avionics/Electronics

NADEP North Island

### 081 Close NSY Long Beach - Alt DM1

#### Commodity

#### Transfer to:

7a Radar

ALC-Sacramento

7b Radio

ALC-Sacramento

7d EW

Tobyhanna Army Depot

7e NavAids

Non-Navy unique to ALC-Sacramento

7f EO/NV

NSY Puget Sound

11a Sea Systems-Ships

Any open Navy/MC Depot activity

11b Sea Systems-Weapons

Any open Navy/MC Depot activity

11d Shipyard Support  
13a Bearings

Any open Navy/MC Depot activity  
NADEP North Island

082     Close NSY Long Beach - Alt DM2

Commodity

Transfer to:

7a Radar  
7b Radio  
7d EW  
7e Nav aids

Any open Navy/MC Depot activity  
Tobyhanna Army Depot  
Tobyhanna Army Depot  
Non-Navy unique to Tobyhanna Army  
Depot

7f EO/NV  
11a Sea Systems-Ships  
11b Sea Systems-Weapons  
11d Shipyard Support  
13a Bearings

NSWC Crane  
Any open Navy/MC Depot activity  
Any open Navy/MC Depot activity  
Any open Navy/MC Depot activity  
NADEP North Island

083     Close NSY Portsmouth - Alt DM1

Commodity

Transfer to:

7e Nav aids  
7f EO/NV  
11a Sea Systems-Ships  
11c Shipboard Support  
11d Shipyard Support  
11e Ship Design

Non-Navy unique to ALC-Sacramento  
NSY Puget Sound  
Any open Navy/MC Depot activity  
Any open Navy/MC Depot activity  
Any open Navy/MC Depot activity  
Any open Navy/MC Depot activity

084     Close NSY Portsmouth - Alt DM2

Commodity

Transfer to:

7e Nav aids

Non-Navy unique to Tobyhanna Army  
Depot

7f EO/NV  
11a Sea Systems-Ships  
11c Shipboard Support  
11d Shipyard Support

NSWC Crane  
Any open Navy/MC Depot activity  
Any open Navy/MC Depot activity  
Any open Navy/MC Depot activity

11e Ship Design

Any open Navy/MC Depot activity

085     **Realign NSY Norfolk - Alt DM1**

Commodity

Transfer to:

7a Radar

ALC-Sacramento

086     **Realign NSY Norfolk - Alt DM2**

Commodity

Transfer to:

7a Radar

Any open Navy/MC Depot activity

087     **Realign NSY Pearl Harbor - Alt DM1**

Commodity

Transfer to:

7a Radar

ALC-Sacramento

7b Radio

ALC-Sacramento

7d EW

Tobyhanna Army Depot

7e NavAids

Non-Navy unique to ALC-Sacramento

088     **Realign NSY Pearl Harbor - Alt DM2**

Commodity

Transfer to:

7a Radar

Any open Navy/MC Depot activity

7b Radio

Tobyhanna Army Depot

7d EW

Tobyhanna Army Depot

7e Nav aids

Non-Navy unique to Tobyhanna Army  
Depot

089     **Realign NSY Puget Sound - Alt DM1**

Commodity

Transfer to:

7b Radio  
7f EO/NV

ALC-Sacramento  
NSWC Crane

090     **Realign NSY Puget Sound - Alt DM2**

Commodity

Transfer to:

7b Radio  
7f EO/NV

Tobyhanna Army Depot  
NSWC Crane

091     **Realign NSWC Crane**

Commodity

Transfer to:

2g Avionics/Elec  
4b Tactical Missiles  
7f EO/NV  
11a Sea Systems-Ships  
11b Sea Systems-Weapons

NADEP North Island  
ALC-Ogden  
NSY Puget Sound  
Any open Navy/MC Depot activity  
Any open Navy/MC Depot activity

092     **Realign NSWC Louisville**

Commodity

Transfer to:

11b Sea Systems-Weapons

Any open Navy/MC Depot activity

093     **Realign NUWC Keyport**

Commodity

Transfer to:

11b Sea Systems-Weapons

Any open Navy/MC Depot activity

094     **Realign MCLB Albany**

Commodity

6b Tanks

7a Radar

7b Radio

Transfer to:

Anniston Army Depot

ALC-Sacramento

Tobyhanna Army Depot

095     **Realign MCLB Barstow**

Commodity

6b Tanks

7a Radar

7b Radio

Transfer to:

Anniston Army Depot

ALC-Sacramento

Tobyhanna Army Depot

# ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
NISE San Diego	1.7	-6.0	Immediate	-86.5

All Dollars shown in Millions

Notes:

Enclosure(3)29 NOV94



# Disposition of Billets/Positions

Scenario		Officers	Enlisted	Civilian	Students	Total
NISE San Diego	Eliminate	0	0	58		58
	Move	0	0	115	0	115

# One-Time Costs Summary

Scenario	Const	Pers	Travel	Move	Other	Total Costs	Single	Net Const
NISE San Diego	0.0	0.1	1.0	0.5	0.0	1.7	0.0	1.7

All Dollars shown in millions

Notes:

# MILCON Summary Report

Scenario				
Construction				
Description	YMD	New Eqpt	Repl Eqpt	0.0
		0	0	0.0
TOTAL				0.0

All Dollars shown in Millions

# ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
NAVMASSO (SPAWAR)	2.0	-2.7	1 Year	-35.1
NAVMASSO ALT1 (LANT)	1.9	-2.2	1 Year	-28.4

All Dollars shown in Millions

Notes:

Enclosure (4)

# Disposition of Billets/Positions

Scenario		Officers	Enlisted	Civilian	Students	Total
NAVMASSO (SPAWAR)	Eliminate	2	4	15		21
	Move	9	88	252	0	349
NAVMASSO ALT1	Eliminate	2	5	5		12
	Move	9	87	262	0	358

# One-Time Costs Summary

Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svcs	Net Costs
NAVMASSO (SPAWAR)	0.7	0.0	0.9	0.2	0.1	2.0	0.0	2.0
NAVMASSO ALT1 (LANT)	0.7	0.0	0.9	0.1	0.1	1.9	0.0	1.9

All Dollars shown in Millions

Notes:

# MILCON Summary Report

Scenario:		NAVMASSO (SPAWAR)		
Construction		NAVSTA NORFOLK, VA		
Description	Type	New Rept	Rehab Rept	Total
SPACE RENOVATION	ADMIN	0	66,000	0.7
TOTAL:				0.7

All Dollars shown in Millions

# MILCON Summary Report

Scenario:		NAVMASSO ALT1 (LANT)		
Construction		NAVSTA NORFOLK, VA		
Description	Type	New Rqmnt	Rehab Rqmnt	(Cost)
SPACE RENOVATION	ADMIN	0	66,000	0.7
TOTAL:				0.7

All Dollars shown in Millions



# ROI Summary

Scenario	One-Time Costs	Steady State Savings	ROI Years	20 Year NPV
NUWC NEW LONDON	23.4	-7.7	3 Years	-86.9

All Dollars shown in Millions

Notes:

Enclosure(5)

# ROI Summary

Scenario	One-time Costs	Steady State Savings	ROI Years	20 Year NPV
NUWC NEW LONDON	23.4	-7.7	3 Years	-86.9

All Dollars shown in Millions

Notes:

Enclosure(5)

# Disposition of Billets/Positions

Scenario		Officers	Enlisted	Civilian	Students	Total
NUWC NEW LONDON	Eliminate	0	0	58		58
	Move	2	3	420	0	425

# One-Time Costs Summary

Scenario	Const	Pers	Overhd	Move	Other	Total Costs	Svcs	Net Costs
NUWC NEW LONDON	0.0	0.9	1.8	13.1	7.5	23.4	5.2	18.1

Notes:

All Dollars shown in Millions

# MILCON Summary Report

Scenario				
(Construction)				
Description	Type	New Request	Retain Request	(Cost)
		0	0	0.0
TOTAL				0.0

All Dollars shown in Millions

# ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
NPRDC	9.6	-2.5	2 Years	-23.6

Notes:

All Dollars shown in Millions

Enclosure (b)

# Disposition of Billets/Positions

Scenario		Officers	Enlisted	Civilian	Students	Total
NPRDC	Eliminate	1	3	1		5
	Move	3	10	153	0	166

# One-Time Costs Summary

Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svgs	Net Costs
NPRDC	4.6	0.3	1.2	3.2	0.1	9.6	0.0	9.6

All Dollars shown in Millions

Notes:



# MILCON Summary Report

Scenario:			NPRDC		
Construction			BUPERS, TN		
Description	Type		New Rqmt	Rehab Rqmt	Cost
ADMINISTRATIVE (SF)	ADMIN		0	36,054	2.9
TOTAL:					2.9

All Dollars shown in Millions

# MILCON Summary Report

<b>Scenario:</b>		NPRDC		
<b>Construction</b>		NAWC TRG SYS ORLANDO, FL		
<b>Description</b>	<b>Type</b>	<b>New Rqmt</b>	<b>Rehab Rqmt</b>	<b>Cost</b>
ADMINISTRATIVE (SF)	ADMIN	7,200	0	0.9
RDT&E (SF)	RDT&E	6,000	0	0.7
SUPPLY/STORAGE (SF)	STORA	1,000	0	0.1
<b>TOTAL:</b>				1.7

All Dollars shown in Millions

# ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
NISE NORFOLK	17.6	-1.9	11 Years	-6.2

Notes:

All Dollars Shown in Millions

ENCLOSURE (7)

## Disposition of Billets/Positions

Scenario		Officers	Enlisted	Civilian	Students	Total
NISE NORFOLK	Eliminate	0	0	0		0
	Move	1	5	53	0	59

# One-Time Costs Summary

Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svgs	Net Costs
NISE NORFOLK	15.4	0.0	0.6	1.4	0.0	17.6	0.0	17.6

All Dollars shown in Millions

Notes:

# MILCON Summary Report

Scenario:		NISE NORFOLK		
Construction		NSY NORFOLK, VA		
Description	Type	New Rqmt	Rehab Rqmt	Cost
ADMINISTRATIVE (SF)	ADMIN	0	30,000	2.2
RD&E (SF)	RD&E	50,000	0	12.0
STAGING (SF)	STORA	0	40,000	1.2
TOTAL:				15.4

All Dollars shown in Millions

# ROI Summary

Scenario	One-time Costs	Steady-State Savings	ROI Years	20 Year NPV
1) CLOSE WDIV	6.1	-3.1	2 Years	-27.0
2)CL:WDIV,SDIV,EFANW	47.8	-6.7	6 Years	-35.6

All Dollars shown in Millions

## Notes:

### Scenario 1: CLOSE WDIV

- EFA WDIV HQ Workyears (San Bruno) transfer to SWDIV (San Diego)

### Scenario 2: CLOSE WDIV, EFANW, SDIV

- EFA WDIV HQ (San Bruno) and EFA NW HQ (Bangor) Workyears transfer to SWDIV (San Diego)
- SDIV HQ (Charleston) Workyears transfer to LANTDIV (Norfolk)

# Disposition of Billets/Positions

Scenario		Officers	Enlisted	Civilian	Students	Total
1) CLOSE WDIV	Eliminate	4	0	28		32
	Move	7	19	214	0	240
2)CL:WDIV,SDIV,EFANW	Eliminate	10	0	105		115
	Move	15	19	897	0	931



## One-Time Costs Summary

Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svgs	Net Costs
1) CLOSE WDIV	0.0	0.4	0.5	4.8	0.2	6.1	0.0	6.1
2)CL:WDIV,SDIV,EFANW	23.6	1.8	1.0	17.3	3.9	47.8	0.0	47.8

All Dollars shown in Millions

### Notes:

#### Scenario 1 and 2:

- MC Reserve Unit to remain in two buildings on WDIV compound, with property transfer to adjacent Armed Forces Reserve Center Property

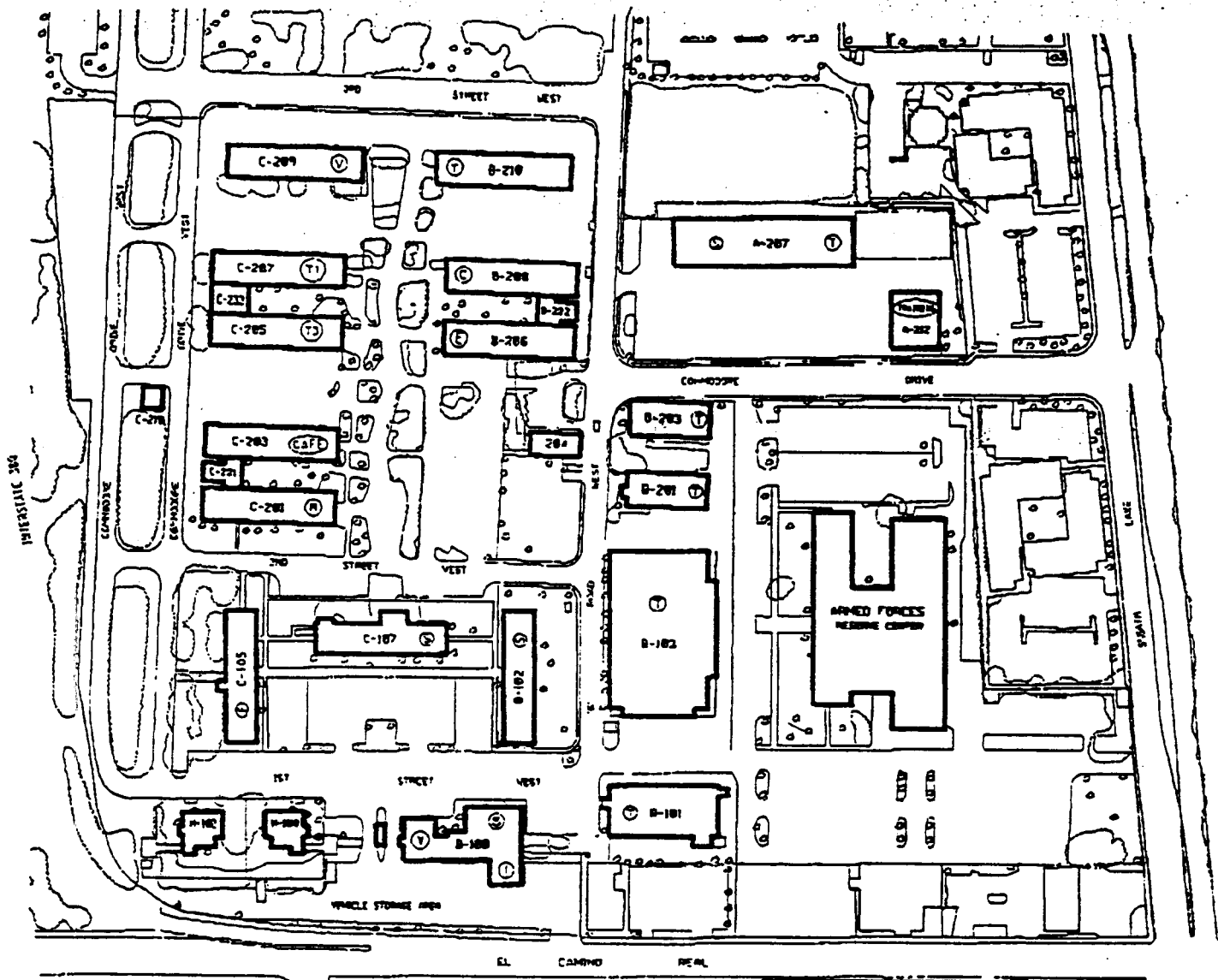
#### Scenario 2:

- Office space and parking structure for SDIV employees transferring to LANTDIV to be built at Lafayette River Annex (\$24M)

# MILCON Summary Report

Scenario:		2)CL:WDIV,SDIV,EFANW		
Construction		NAVFAC SDIV, SC		
Description	Type	New Rqmt	Rehab Rqmt	Cost
ADMINISTRATIVE SPACE	ADMIN	111,389	0	19.0
PARKING STRUCTURE	OTHER	0	0	3.1
FIBER OPTIC NETWORK	OTHER	0	0	1.5
TOTAL:				23.6

All Dollars shown in Millions



C - CONTRACTS CENTER  
CAFÉ - CAFETERIA  
E - ENVIRONMENTAL CENTER  
F - FACILITIES ENGINEERING CENTER  
H - COMMAND OFFICE  
L - COUNSEL CENTER/LITIGATION OFFICE  
N - NO SECOND FLOOR  
R - REAL ESTATE

S - SUPPORT SERVICES CENTER  
T - TENANT  
T1 - AIR STATIONS TEAM  
T2 - PWC SFB TEAM  
T3 - SCUTH TEAM  
T4 - BASE CLOSURE TEAM  
TRAINING - COMMAND TRAINING CENTER  
V - VACANT



C-205/C-207 ALTERNATIVE - FINAL (REVISED)  
1ST FLOOR

WESTERN DIVISION, NAVAL FACILITIES ENGINEERING COMMAND  
DRAFT FACILITIES MASTER PLAN

# ROI Summary

Scenario	One Time Costs	Steady-State Savings	ROI Years	20 Year NPV
Close SUBASE SDGO	12.7	-5.7	Immediate	-63.0

Notes:

All Dollars shown in Millions

# Disposition of Billets/Positions

Scenario		Officers	Enlisted	Civilian	Students	Total
Close SUBASE SDGO	Eliminate	1	43	16		60
	Move	90	1,541	11	74	1,716

## One-Time Costs Summary

Scenario	Const	Pers	OVhd	Move	Other	Total Costs	Svgs	Net Costs
Close SUBASE SDGO	6.7	0.1	3.9	0.3	1.5	12.7	1.8	10.9

Notes:

All Dollars shown in Millions

# MILCON Summary Report

Scenario		Close SUBASE SDGO		
Construction		KIRTLAND AFB, NM		
Description	Type	New Rqmt	Rehab Rqmt	Cost
70TH EOD ADMIN	ADMIN	2,000	0	0.4
70TH EOD AMMO	AMMOS	900	0	0.2
70TH EOD STORAGE	STORA	10,000	0	1.5
TOTAL				2.1

All Dollars shown in Millions

# MILCON Summary Report

Scenario		Close SUBASE SDGO		
Construction		NAS NORTH ISLAND, CA		
Description	Type	New Rqmt	Rehab Rqmt	Cost
SUBDEVGRU 1 ADMIN	ADMIN	14,197	0	3.3
TORPEDO FLUSHING	AMMOS	0	0	0.4
SUBDEVGRU 1 COMMS	COMFC	400	0	0.1
SUBDEVGRU 1 MEDICAL	MEDFC	975	0	0.3
SUBDEVGRU 1 SUPPLY	STORA	2,328	0	0.4
TOTAL				4.5

All Dollars shown in Millions



**BRAC-95 SCENARIO DEVELOPMENT DATA CALL**  
**Enclosure (2) - LOSING BASE QUESTIONS**

d. **Net Mission Costs.** Complete the following worksheet to identify any net recurring increases in mission costs associated with the closure/realignment of the losing base and/or transfer of workload to gaining bases. For each net cost increase, identify the name of the gaining base where the workload will be transferred (if applicable), cost increases by year and describe the nature of the cost increase. If this worksheet is filled in, provide supporting data to show calculations and methodology used to estimate these cost increases.

Net Mission Costs (Cost Increases) Worksheet (K \$)						
<b>Losing Base: NADEP JACKSONVILLE</b>						
Gaining Base NADEP CHERRY POINT	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001 and Beyond
1. NADEP CHERRY POINT	91	224	196	416	388	397
Description: Operating cost increase due to rate differences.						
2.						
Description:						
3.						
Description:						
4.						
Description:						
5.						
Description:						

Add additional lines to worksheet as necessary.

**BRAC-95 SCENARIO DEVELOPMENT DATA CALL**  
**Enclosure (2) - LOSING BASE QUESTIONS**

Net Mission Costs (Cost Increases) Worksheet (K \$)						
Losing Base: NADEP JACKSONVILLE						
Gaining Base NADEP NORTH ISLAND	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001 and Beyond
1. NADEP NORTH ISLAND	380	684	1,219	1,533	1,605	1,620
Description: Operating cost increase due to rate differences.						
2.						
Description:						
3.						
Description:						
4.						
Description:						
5.						
Description:						

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## User's Guide Organization

This user's guide provides an overview of the analytical methodology in the next section. That section describes the products of the methodology and discusses terminology relating to what a *site or activity* is relative to a *function*.

Section 2 describes the basic data elements that are used in the methodology. Section 2 also discusses data elements in terms of what these elements are meant to represent.

The different optimization problem formulations that the user may choose to use to explore alternatives are discussed in section 3. These include finding a small set of high military value sites or activities that can perform the functional requirement, minimizing excess capacity, and minimizing the number of sites. All of these formulations are parameterized in such a way that the user can explore trade-offs between different factors, such as military value or excess capacity, and assignments of functional requirement based upon functional value. This section also discusses the incorporation of policy imperatives in the optimization problem formulations.

Section 4 demonstrates the application of each of these formulations to a notional set of data. Section 5 describes the methodology for obtaining the second and third best solutions to a given formulation. Finally, section 6 identifies the commercial software product that was used to solve the optimization example problems. Input files for this solver are included in the appendices.

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## 1. Analytical Methodology Overview

The optimization formulations described in this document require a set of data elements as inputs. All of the formulations require a functional value and functional capacity for each site capable of performing that specific cross-service function. The DoD requirement for each cross-service function is needed. Some of the formulations will also require the military values for each site.

A preliminary formulation that allocates cross-service functional requirements based upon functional capacities and functional value will be conducted. The objective function of this formulation will assign the DoD requirement for each cross-service function to sites or activities having the highest functional value for each function. These assignments will only be constrained by the functional capacities at each site. This analysis will not require the military values for the sites.

The primary formulations optimize the assignment of cross-service functions based upon military values of sites, functional values, and capacities. These formulations are very flexible in that multiple objective functions and policy imperatives modeled as constraints may be used to explore different solutions.

A standard resource allocation tool comprises the core of this analytical approach. A standard tool used to find optimal solutions to complex allocation problems is the mixed-integer, linear program (MILP). Allocation of common support functional requirements to military department sites and activities subject to constraints is a complex allocation problem.

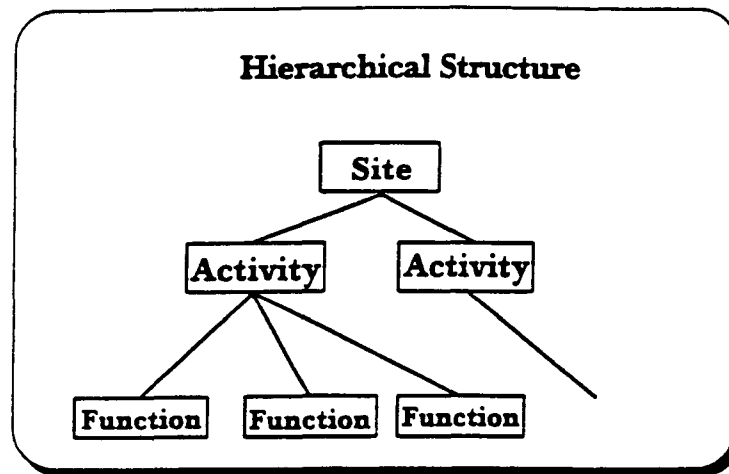
## Process Products

The following table lists the various products of the analytical approach defined in this document.

Process products	Description
Capacity analyses	Develop methodology to measure the capacity of a site or activity to perform a function. Use data call responses to calculate capacities.
Requirements analyses	For each function, develop methodology to estimate the out-year DoD requirement to perform the function. Calculate the required capacity and identify excess capacity reduction goals.
Functional value (FV) assessments	Develop measures and weights for assessing the value of performing a function at a site or an activity based upon data call responses. Provide FV for all appropriate functions and site/activity combinations.
Optimize functional requirement allocations (preliminary formulation)	Find the best allocation of functional requirements to sites or activities based solely upon functional capacities and functional values.
Optimize allocations of functional requirements to high military value sites or activities (primary formulations)	Develop solutions based upon the first three products, above, and policy imperatives. Solutions will be developed using the optimization formulations described later in this document as a tool to explore alternatives.

## Hierarchical Structure

The Office of the Secretary of Defense (OSD), the departments, and other groups all use different terms to describe the various components of infrastructure that are to be considered by the users. In this document a *site* refers to an installation, base, or station. An *activity* refers to a component of the site such as depot or test facility residing on the site. A site may have one or more activities. A *function* is the capability to perform a particular support action or produce a particular commodity. A common support function is a function. An activity includes a collection of functions. For example, a depot (an activity) may repair engines and airframes. These would be two functions performed at this activity. A function may be further broken down into subfunctions or facilities required to perform functions, but the approach described here does not consider the subfunctions or facilities. Subfunctions or facilities can be incorporated into the process described here if the appropriate data is available. The following diagram illustrates this hierarchical structure.



## 2. Data Elements

The analytical approach assumes that the following data will be available for all of the sites and functions:

Data Elements	Description
$mv_s$	Military value of site $s$ expressed as 3 (high), 2 (medium), or 1 (low).
$fv_{sf}$	Functional value for performing function $f$ at site/activity $s$ expressed as a number from 0 (low) to 100 (high).
$cap_{sf}$	Capacity of site/activity $s$ to perform function $f$ .
$req_f$	The total DoD requirement or goal to perform function $f$ .

The military value of a site,  $mv_s$ , should measure the overall value of the site.

The  $fv_{sf}$  functional value for performing function  $f$  at site (or activity)  $s$  measures the capability and quality of performing work of type  $f$  at site (or activity)  $s$ . Capacity to perform a specialized subfunction that is not one of the functions called out in the formulation can be considered in calculating functional value.

## 3. Optimization Formulations

The mixed integer linear programming (MILP) model formulations, that are described below, serve as the basic analytical tools to assist users in the development of cross-service alternatives, allow for modification of formulations, and incorporation of policy imperatives.<sup>1</sup>

<sup>1</sup>A *policy imperative* is a statement that restricts the solutions that are acceptable and that can be modeled as a constraint in the formulation. An example of a policy imperative is included in one of the examples.

## Preliminary Formulation.

The preliminary formulation of the optimization problem will be solved once the initial data  $(fv_{if}, cap_{if}, req_f)$  are available. This formulation, called **MAXFV** will maximize the functional values weighted by the assigned workload and normalized by the functional requirement. No constraints other than the functional capacities at each site and the requirement to meet the DoD requirement for each cross-service function are included in this formulation. This solution will serve as a baseline of what is possible if no other factors, such as military values of sites or costs, are considered.

For each function, this formulation will load as much of the functional DoD requirement as it can into the site or activity having the highest functional value for that function. If that site or activity does not have the capacity to accommodate the full requirement, the site or activity having the next highest functional value will be allocated any remaining requirement up to its capacity, and so on.

The mathematical description of this formulation follows:

$$\text{Maximize } \sum_{s \in S} \sum_{f \in F} l_{sf} \times fv_{sf} / req_f$$

subject to :

$$\sum_{s \in S} l_{sf} = req_f : \text{ for all functions } f \in F,$$

$$l_{sf} \leq k_{sf} \times cap_{sf} : \text{ for all sites } s \in S \text{ and } f \in F,$$

$$o_s \leq \sum_{f \in F} k_{sf} : \text{ for all sites } s \in S,$$

$$k_{sf} \leq o_s : \text{ for all sites } s \in S \text{ and } f \in F,$$

$$k_{sf} \leq \frac{l_{sf}}{\alpha \times cap_{sf}} : \text{ for all functions } f \in F \text{ and sites } s \in S,$$

$$0 \leq o_s \leq 1, \text{ integer} : \text{ for all sites } s \in S,$$

$$0 \leq k_{sf} \leq 1, \text{ integer} : \text{ for all sites } s \in S \text{ and functions } f \in F;$$

where

$S =$  The set of all sites under consideration by joint cross-service groups;

$F =$  The set of all functions under consideration by joint cross-service groups;

$o_s =$  1 if any functional requirement is assigned to the site, and 0 otherwise;

$\alpha =$  0.01. No assignment of less than one percent of capacity will be allowed.

### Decision variable

$l_{sf} =$  amount of the DoD requirement for function  $f$  to be assigned to site  $s$ .

$k_{sf} =$  1 if any amount of function  $f$  is assigned to site  $s$ , 0 otherwise.

The  $o_s$  variables are included in this formulation only to keep count of the number of sites that actually have some functional requirement assigned to them. Their inclusion in the model does not affect the assignment of the functional requirement to sites or activities. The two constraints involving the  $o_s$  variables are used to ensure that these variables are set to the correct values.

The  $k_{sf}$  variables that are structural variables that indicate whether or not any functional workload of type  $f$  has been assigned to site  $s$ . The  $\alpha$  parameter can be used to prevent small functional workload assignments. If  $\alpha$  is set to 0.01, then the minimum workload assignment of a function to a site, given that any functional workload for this function is made to this site, would be one percent of that site's capacity to perform that function. The  $\alpha$  parameter may be adjusted as required to meet the requirements of the particular user.

### Primary Formulations

These formulations explore potential cross-service functional alternatives. The basic formulation is shown below. Specification of the objective function,  $f(o_s, l_{sf}, k_{sf})$ , will create a different optimization problem.

Minimize  $f(o_s, l_{sf}, k_{sf})$

$o_s, l_{sf}, k_{sf}$

subject to

$$\sum_{s \in S} l_{sf} = req_f : \text{for all functions } f \in F,$$

$$o_s \leq \sum_{f \in F} k_{sf} : \text{for all sites } s \in S,$$

$$0 \leq l_{sf} \leq k_{sf} \times cap_{sf} : \text{for all functions } f \in F \text{ and sites } s \in S,$$

$$k_{sf} \leq o_s : \text{for all sites } s \in S \text{ and } f \in F,$$

$$k_{sf} \leq \frac{l_{sf}}{\alpha \times cap_{sf}} : \text{for all functions } f \in F \text{ and sites } s \in S,$$

$$0 \leq o_s \leq 1, \text{ integer} : \text{for all sites } s \in S,$$

$$0 \leq k_{sf} \leq 1, \text{ integer} : \text{for all sites } s \in S \text{ and functions } f \in F,$$

where

$S =$  The set of all sites under consideration by joint cross-service groups;

$F =$  The set of all functions under consideration by joint cross-service groups;

$\alpha =$  0.01. No assignment of less than one percent of capacity will be allowed.

### Decision variables

$o_s =$  1 if any cross-service functional requirements are assigned to the site or activity, 0 otherwise;

$l_{sf} =$  amount of the DoD requirement for function  $f$  to be assigned to site or activity  $s$ .



$k_{sf} = \begin{cases} 1 & \text{if any DoD requirement for function } f \text{ is to be assigned to site } s, \\ 0 & \text{otherwise.} \end{cases}$

Three different optimization formulations that vary only in the specification of the objective function are discussed next.

**The MINNMV Formulation.** This formulation will find a small number of sites having the highest military value that can accommodate the DoD required workload. In addition, it will assign the DoD requirement for each cross-service function to the retained sites (or activities) having the highest functional value for that function. The purpose of this formulation is to assign, to the extent possible, the cross-service functional requirements to sites or activities having high military value and high functional values. The rationale for this approach is that sites having high military value are the ones most likely to be retained by the military departments. The objective function for this formulation is as follows:

$$\text{Minimize } f(o_s, l_{ig}, k_{sf}) = \left( \frac{w}{u_1} \right) \times \sum_{s \in S} o_s \times nmv_s - \left( \frac{100-w}{u_2} \right) \times \sum_{i \in S} \sum_{g \in F} l_{ig} \times f_{v_{ig}/req_g}$$

$o_s, l_{ig}$

where

$0 \leq w \leq 100$       Weight parameter used to vary the emphasis between military value and functional value,

$u_1 \geq 0, u_2 \geq 0$        $u_1 = \sum_{s \in S} (4 - mv_s), u_2 = \sum_{f \in F} \max_{s \in S} f_{v_{sf}}$

$nmv_s = 4 - mv_s.$

This formulation will be referred to as the **MINNMV** model since it minimizes the sum of  $4 - mv_s$  for retained sites or activities. Site or activities having a high military value (3) will have 1 as their value. Site or activities with low military value (1) will have 3 as their value.

The parameters  $u_1$  and  $u_2$  are used to scale the two components of the objective function. Scaling the components of the objective function enhances the ability of the solver to find a solution. Apart from the weight parameters, these scaling parameters will scale the components of the objective function to values near 1.0.

The weight parameter,  $w$ , can be varied to change the emphasis the formulation gives to military value versus functional value. If  $w = 0$ , this formulation matches the preliminary formulation (**MAXFV**) as site military value would have zero weight. Conversely, if  $w$  is set to a large value ( $w = 99$ ), functional value would have little weight. The **MAXFV** and **MINNMV** formulations are the same formulation, only differing in the parameter  $w$ . Varying  $w$  in the formulation allows the model to be used to create a family of solutions. These points are illustrated by an example in the next section.

The component of the objective function that addresses military value of sites,  $\sum_{s \in S} o_s \times nmv_s = \sum_{s \in S} o_s \times (4 - mv_s)$ , affects the optimal solution as follows. (For this discussion we will ignore the functional value component of the objective function,  $-\sum_{i \in S} \sum_{g \in F} l_{ig} \times f_{v_{ig}/req_g}$ .) If there were no constraints in the formulation, i.e., satisfy the DoD requirement, the minimum value of the objective function would be achieved by setting

$o_s = 0$  for all sites since  $4 - mv_s \geq 1$  for all sites. Given that some sites have to be open, all else being equal, it is better to open a site with  $mv_s = 3$  because it increases the objective function by the least amount.

**The MINXCAP Formulation.** If the parameter  $w$  is set to a large value ( $w = 99$ ), this problem formulation will find the set of retained sites having the smallest total functional capacity but still able to perform the DoD functional requirement. Depending on  $w$ , functional assignments are also optimized. The objective function for this formulation is:

$$\text{Minimize } f(o_s, l_{ig}, k_{uh}) = \left( \frac{w}{u_1} \right) \times \sum_{s \in S} o_s \times \left( \sum_{f \in F} \text{cap}_{sf} / \text{req}_f \right) - \left( \frac{100-w}{u_2} \right) \times \sum_{i \in S} \sum_{g \in F} l_{ig} \times f v_{ig} / \text{req}_g$$

$o_s, l_{ig}, k_{uh}$

If  $w = 0$ , this formulation, like the MINNMV formulation, is also equivalent to the MAXFV formulation. If  $w$  is set to a large value, excess capacity is reduced as much as possible without regard to functional values. As in the MINNMV formulation,  $u_1$  and  $u_2$  are used to scale the components of the objective function. For this formulation  $u_1 = \sum_{s \in S} \sum_{f \in F} \text{cap}_{sf} / \text{req}_f$ . The other scale parameter  $u_2$  is set to the same value for all formulations.

**The MINSITES Formulation.** This formulation, depending on the value of  $w$ , will find the minimum-sized set of site or activities that can perform the DoD functional requirement. As in the previous formulations, if  $w = 0$ , this formulation is also equivalent to MAXFV. The objective function for this formulation is given by:

$$\text{Minimize } f(o_s, l_{ig}, k_{uh}) = \left( \frac{w}{u_1} \right) \times \sum_{s \in S} o_s - \left( \frac{100-w}{u_2} \right) \times \sum_{i \in S} \sum_{g \in F} l_{ig} \times f v_{ig} / \text{req}_g$$

$o_s, l_{ig}, k_{uh}$

If  $w$  is set to a large value, the cross-service functional workload is assigned to the smallest possible number of sites regardless of functional values. For this formulation  $u_1 = |S|$ , the number of sites in the set  $S$ .

**The MAXSFV formulation.** This formulation maximizes the sum of the functional values for all of the retained sites. The objective function for this formulation is given by:

$$\text{Maximize } f(o_s, l_{ig}, k_{uh}) = \left( \frac{w}{u_1} \right) \times \sum_{s \in S} (o_s \times \sum_{f \in F} f v_{sf}) + \left( \frac{100-w}{u_2} \right) \times \sum_{i \in S} \sum_{g \in F} l_{ig} \times f v_{ig} / \text{req}_g$$

$o_s, l_{ig}, k_{uh}$

For this formulation  $u_1 = \sum_{f \in F} \sum_{s \in S} f v_{sf}$ . If the number of sites to be retained is not constrained, all of the sites will be retained in the solution since the objective function is maximized when  $o_s = 1$  for all sites. Obtaining meaningful results with this formulation, therefore, requires a constraint on the number of sites retained.

## Policy Imperatives

A policy imperative is any statement that can be formulated as a constraint in the model. The model described here is very flexible in its capacity to handle imperatives. Examples of imperatives that can be modeled include:

- assigning functions in groups,
- increasing the average DoD military value of the sites assigned any cross-service functional workload,
- requiring the weighted functional value for a given common support function to be at least as great as some value,
- limiting the number of sites that have any cross-service functional workload assigned to them,
- requiring that each department's average military value is not allowed to go below some level,
- requiring a certain number of sites in a geographic area to remain open, and
- requiring the distribution of functional workload to follow a certain pattern, e.g., in one department, in one location, or on both coasts.

This is not an exhaustive list of the possibilities for policy imperatives. An example of a policy imperative added to the MINNMV formulation is given in the following section.

### Consistent Alternatives

The functional data and constraints from all of the users may be combined into a single formulation. In the event that two users obtain solutions that are inconsistent (e.g., the solutions have a site or activity receiving cross-service functional workload in one, and losing all of its cross-service functional workload in the other) this capability can be used to resolve the inconsistency.

---

## 4. Optimization Examples

The following examples use representative, notional data to demonstrate the formulations. Three different departments, X, Y, and Z, each have 5 sites (A, B, C, D, and E). Six functions are considered: air vehicles, munitions, electronic combat, fixed-wing avionics, conventional missiles and rockets, and satellites. Table 1 shows the basic data for these sites. Table 1 also shows the DoD requirement by function and the percent of excess capacity. Percent excess capacity is calculated as

$$100 \times \left( \frac{\sum_{s \in S} cap_{sf}}{req_f} - 1 \right).$$

### Preliminary Formulation (MAXFV).

Results for the MAXFV formulation are shown in table 2. If there is no functional requirement assigned to a site, the capacity for that function is shown as zero at that site even if the site has requirements for other functions assigned. Notice that, for this solution, *all sites have some cross-service functional workload assigned*.

The column in table 2 labeled *Wgt FV* shows the weighted functional value for each function. *Wgt FV* for function  $f \in F = \frac{\sum_{j \in S} f_{ij} \times req_{ij}}{\sum_{j \in S} req_{ij}}$ . *Wgt FV* is an indicator of the quality of the cross-service allocation of the functional requirement across all sites and activities. The average *FV*, the weighted average *FV*, and the weighted percent excess capacity are also shown in the table. These three numbers are gross measures of the quality of the solution.

### Primary Formulation (MINNMV).

Table 3 shows the data for the optimal solution to the **MINNMV** formulation with  $w = 99$ . The number of sites having cross-service functional workload assigned has been reduced from 15 to six. Excess capacity is greatly reduced. The weighted percent excess capacity is only 31 percent compared to 60 for the **MAXFV** formulation. The DoD military value average is increased by 28.8 percent. The military value averages for the two departments with any sites retained have both been increased. The weighted functional value scores are not as good as the scores obtained from the **MAXFV** formulation. The average *FV* score is almost 14 points lower than for the **MAXFV** formulation.

### Primary Formulation (MINNMV) with Policy Imperative

As an example of a policy imperative, consider the following. Suppose the user responsible for the missile function determines that only two sites should perform the conventional missiles and rockets function. The optimal solution to the original **MINNMV** formulation assigned the missile function to four different sites. Modifying the **MINNMV** formulation such that only two sites are allowed to perform the missile function results in the solution shown in table 4. The optimal solution still requires only six sites to perform the cross-service functions, but the sites are different. Only four of the sites are common to both solutions. Since the model has an additional constraint, the average military value has decreased compared to the original **MINNMV** formulation.

### Parameterization of the MINNMV Formulation

Table 5 summarizes the results of varying the parameter  $w$  in the **MINNMV** formulation over the values 0, 2, 3, 5, 10, 20, 30, 40, 60, and 99. As is to be expected, the number of sites and activities with cross-service functional workload assigned and weighted functional value decrease as  $w$  increases. The average military value generally increases as  $w$  increases. Though these results pertain only to this particular example, they clearly illustrate qualitative differences between the **MAXFV** and **MINNMV** formulations. The optimal solutions to the formulation do not change as  $w$  varies over the range of 60 to 99.

This example illustrates how the parameter  $w$  can be used to generate a family of cross-service functional solutions. For instance, a user with table 5 before him could decide that from this family of solutions, the solution obtained by setting  $w = 20$  is worth exploring further since the weighted functional values are very close to the best values obtained in the **MAXFV** formulation and the weighted average percent excess capacity has been reduced from 60 to 17 percent. Table 6 displays the full output from this formulation.

Figure 1 displays this information in graphical form. The figure shows the sharp decrease in the average functional value for conventional missiles and rockets when  $w$  is changed from 20 to 30. The figure also displays the increase in average military value that is achieved by using the MINNMV formulation.

#### Primary Formulation (MINXCAP)

Table 7 shows the output of the MINXCAP formulation with  $w = 99$ . As would be expected, this formulation produces a solution that greatly reduces excess capacity, but the weighted functional values have suffered. The weighted average percent excess capacity has been reduced to almost 6 percent.

#### Primary Formulation (MINSITES)

The results of using the MINSITES formulation with  $w = 99$  are given in table 8. The optimal solution retains only six sites. The sites are different than the sites retained in the MINNMV solution.

#### Primary Formulation (MAXSFV)

The results of using the MAXSFV formulation with the number of retained sites constrained to be no more than six are displayed in table 9.

#### Summary of Formulation Results

The following table summarizes the basic statistics for the five formulations.

Statistics	MAXFV	MINNMV	MINXCAP	MINSITES	MAXSFV
Sites retained	15	6	7	6	6
Weighted avg. percent excess capacity	60.37	31.39	6.11	12.14	24.1
Weighted average FV	84.7	73.9	74.2	76.5	62.9
Average military value	2.2	2.83	2	2.67	2.67

### 5. Generating Alternatives

Alternative solutions, in terms of the retained sites or activities, may be obtained by excluding a set of retained or open sites from a formulation. For example, the optimal solution obtained from the MINNMV formulation (see table 3) retains sites XA, XC, XD, ZA, ZB, and ZD. To find another optimal solution with the same objective function value or the next best solution, we define the set  $\Delta_1 = \{XA, XC, XD, ZA, ZB, ZD\}$  and add the following constraints to the MINNMV formulation:

$$\sum_{i \in \Delta_1} o_i \leq |\Delta_1| - \alpha \text{ (condition 1)}$$

$$\sum_{i \in S - \Delta_1} o_i \geq \beta \text{ (condition 2)}$$

$$\alpha + \beta \geq 1$$

$$\alpha = 0, 1 \text{ and } \beta = 0, 1.$$

A solution that satisfies either condition 1 ( $\alpha = 1$ ) or condition 2 ( $\beta = 1$ ) will be different from the original optimal solution. The formulation given above guarantees that at least one of these two conditions will hold at the optimal solution. The second best solution to the MINNMV formulation is given in table 10. The second-best solution retains sites XC, XD, YC, ZA, ZB, ZD. This solution actually has weighted functional values that are superior to those of the original optimal solution for some of the functions. Comparing values in tables 3 and 10, it would be difficult to argue that the optimal solution is clearly superior to the solution given in table 10.

If we define the set  $\Delta_2 = \{XC, XD, YC, ZA, ZB, ZD\}$ , then the following formulation can be used to find the third best solution:

$$\sum_{i \in \Delta_1 \cap \Delta_2} o_i \leq |\Delta_1 \cap \Delta_2| - \alpha \text{ (condition 1)}$$

$$\sum_{i \in \Delta_1 \cap \Delta_2} o_i \geq \beta \text{ (condition 2)}$$

$$\left. \begin{array}{l} \sum_{i \in \Delta_1 - \Delta_2} o_i \geq \gamma \\ \sum_{i \in \Delta_2 - \Delta_1} o_i \geq \gamma \end{array} \right\} \text{ (condition 3)}$$

$$\alpha + \beta + \gamma \geq 1$$

$$\alpha = 0, 1, \beta = 0, 1, \text{ and } \gamma = 0, 1.$$

Any solution that satisfies any one of the three conditions will be different from the first two solutions. Table 11 shows the third best solution. Comparing table 11 to tables 3 and 10 results in a less compelling case for the strength of the third best alternative. Based upon this type of comparison, the first two solutions would be subjected to further analysis before selecting one as a recommendation.

## 6. Optimization Software

The solutions to these optimization problems were obtained using the commercially-available, IBM Optimization Subroutine Library (OSL)<sup>2</sup> interfaced with AMPL<sup>3</sup>. The text file describing these formulations in the AMPL format is contained in appendix A. Note that all of the different objective functions are defined in this single text file. This file contains the code required to generate the second and third best alternatives. The AMPL-format data file for the

<sup>2</sup>Optimization with OSL by Ming S. Hung, Walter O. Rom, and Allan D. Waren, published by The Scientific Press.

<sup>3</sup>AMPL: A Modeling Language for Mathematical Programming by Robert Fourer, David M. Gay, and Brian Kernighan, published by The Scientific Press, 1993.

example is given in appendix B. These files are processed by the AMPL/OSL package to produce the outputs discussed in the examples section of this document.

Table 1. Joint Cross-Service Analysis Example  
Basic Data

Function	Department														
	X					Y					Z				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
<b>Capacities</b>															
Air vehicles	450	7000	2500	0	0	5000	500	0	0	0	3000	1200	0	2857	0
Munitions	850	200	4500	0	0	300	0	2000	0	0	1000	0	1000	0	0
Electronic combat	3000	0	0	0	0	1000	0	0	0	0	2000	0	0	1543	20
Fixed-wing avionics	0	0	250	3500	0	0	0	400	3500	0	1000	4000	0	2000	500
Conv. missiles/rockets	0	0	200	0	3000	0	0	200	100	2000	3000	700	200	300	200
Satellites	0	0	300	4000	0	0	0	500	0	0	250	50	0	300	2200
<b>Totals</b>															
<b>Function FV Scores</b>															
Air vehicles	50	70	68	0	0	57	72	0	0	0	81	92	0	86	0
Munitions	88	71	58	0	0	54	0	88	0	0	72	0	75	0	0
Electronic combat	67	0	0	0	0	91	0	0	0	0	52	0	0	78	77
Fixed-wing avionics	0	0	92	94	0	0	0	78	69	0	72	93	0	66	71
Conv. missiles/rockets	0	0	62	0	89	0	0	59	93	92	56	59	50	65	91
Satellites	0	0	71	58	0	0	0	64	0	0	85	61	0	73	93
<b>Department Military Value</b>	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1

Function	DoD req.	Pct. excess
Air vehicles	9,463	137.8
Munitions	5,503	79.0
Electronic combat	3,234	133.9
Fixed-wing avionics	3,775	301.3
Conv. missiles/rockets	3,743	164.5
Satellites	2,480	206.5



Table 2. MAXFV Model Output

Function	Department															Retained totals
	X					Y					Z					
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	
Retain=1, Close=0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	15
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1	
Capacities																
Air vehicles	0	7000	0	0	0	0	500	0	0	0	3000	1200	0	2857	0	14557
Munitions	850	200	4500	0	0	0	0	2000	0	0	1000	0	1000	0	0	9550
Electronic combat	3000	0	0	0	0	1000	0	0	0	0	0	0	0	1543	20	5563
Fixed-wing avionics	0	0	0	3500	0	0	0	0	0	0	0	4000	0	0	0	7500
Conv. missiles/rockets	0	0	0	0	3000	0	0	0	100	2000	0	0	0	0	200	5300
Satellites	0	0	0	0	0	0	0	0	0	0	250	0	0	300	2200	2750
																Wgt. avg.
Workload assigned																Totals
Air vehicles	0	1908	0	0	0	0	500	0	0	0	3000	1200	0	2857	0	9463
Munitions	850	200	453	0	0	0	0	2000	0	0	1000	0	1000	0	0	5503
Electronic combat	671	0	0	0	0	1000	0	0	0	0	0	0	0	1543	20	3234
Fixed-wing avionics	0	0	0	3500	0	0	0	0	0	0	0	275	0	0	0	3775
Conv. missiles/rockets	0	0	0	0	1443	0	0	0	100	2000	0	0	0	0	200	3743
Satellites	0	0	0	0	0	0	0	0	0	0	250	0	0	30	2200	2480
Department avg. MV			2.4					1.8					2.4			
Percent change			-0.0					0.0					-0.0			
DoD average MV								2.20								
Percent change								0.0								
																Percent excess

DoD weighted FVs	
Function	Wgt FV
Air vehicles	81.2
Munitions	79.6
Electronic combat	79.7
Fixed-wing avionics	93.9
Conv. missiles/rockets	90.8
Satellites	92.0
Average FV	86.2
Weighted avg. FV	84.7



Table 4. MINNMV Model with Policy Iterative Output

Function	Department															Retained totals
	X					Y					Z					
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	
Retain=1, Close=0	0	1	1	1	1	0	0	0	0	0	1	0	0	1	0	6
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1	
Capacities																
Air vehicles	0	7000	0	0	0	0	0	0	0	0	3000	0	0	2857	0	12857
Munitions	0	200	4500	0	0	0	0	0	0	0	1000	0	0	0	0	5700
Electronic combat	0	0	0	0	0	0	0	0	0	0	2000	0	0	1543	0	3543
Fixed-wing avionics	0	0	250	3500	0	0	0	0	0	0	1000	0	0	0	0	4750
Conv. missiles/rockets	0	0	0	0	3000	0	0	0	0	0	3000	0	0	0	0	6000
Satellites	0	0	300	4000	0	0	0	0	0	0	250	0	0	300	0	4850

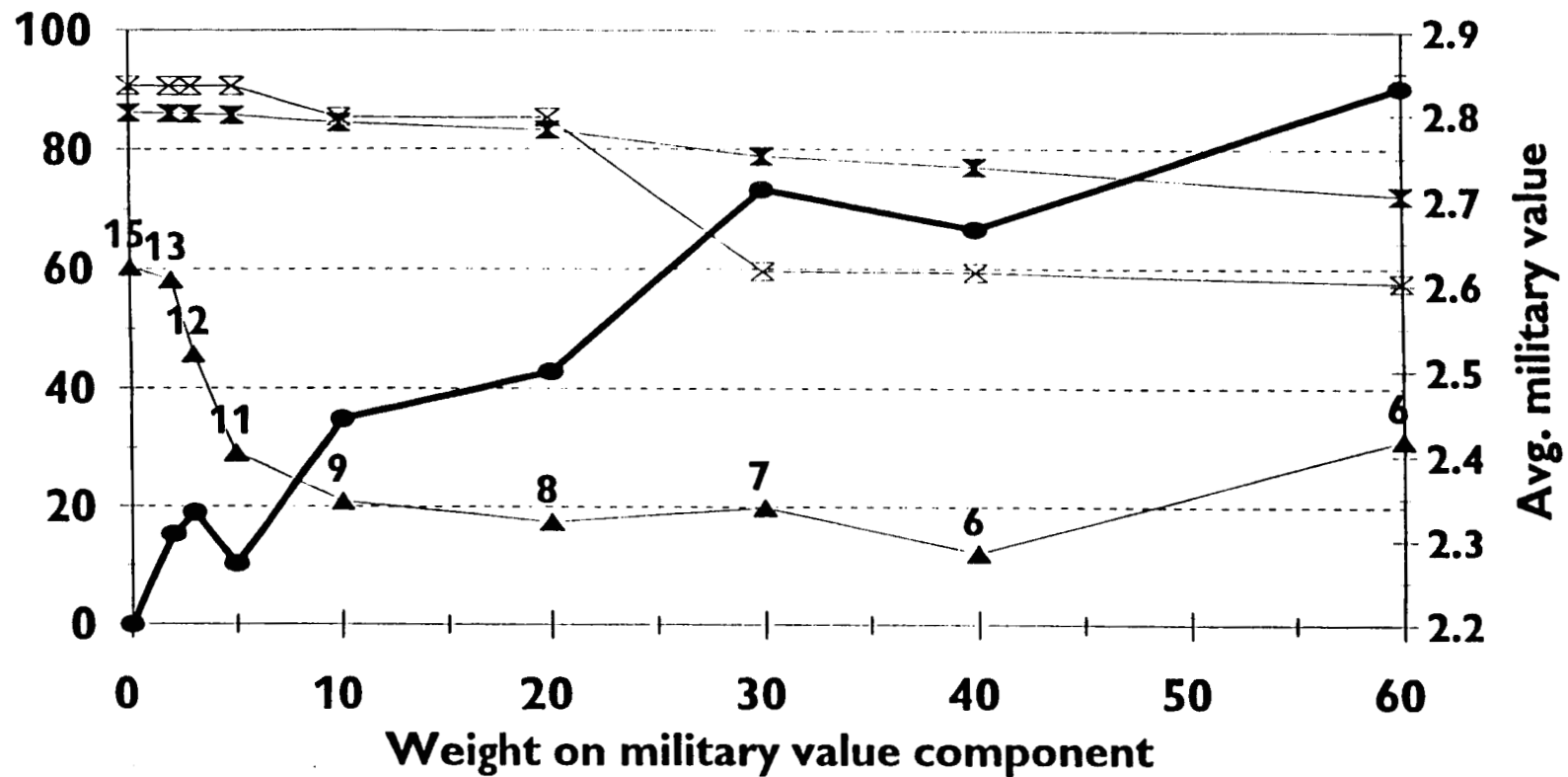
Percent  
excess

DoD weighted FVs	
Function	Wgt FV
Air vehicles	78.3
Munitions	61.0
Electronic combat	64.4
Fixed-wing avionics	93.7
Conv. missiles/rockets	82.4
Satellites	64.1
Average FV	74.0
Weighted avg. FV	74.7

Table 5. Parameterization of the MINNMV Model

		Percent of weight on FV									
		0 MAXFV	2	3	5	10	20	30	40	60	99 MINNMV
Sites/activities open		15	13	12	11	9	8	7	6	6	6
Percent excess											
Air vehicles		53.8	48.5	48.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Munitions		73.5	73.5	73.5	69.9	51.7	51.7	51.7	15.4	15.4	15.4
Electronic combat		72.0	72.0	72.0	72.0	72.0	41.1	41.1	41.1	40.5	40.5
Fixed-wing avionics		98.7	98.7	6.0	6.0	6.0	6.0	6.0	6.0	98.7	98.7
Conv. missiles/rockets		41.6	38.9	38.9	38.9	4.2	4.2	22.9	17.6	12.2	12.2
Satellites		10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	97.6	97.6
Wgt. avg. % excess		60.37	58.24	45.83	29.16	21.00	17.46	19.94	12.14	31.39	31.39
Weighted FV											
Air vehicles		81.2	81.1	81.1	80.6	80.6	80.6	80.6	80.6	80.6	80.6
Munitions		79.6	79.6	79.6	79.2	76.1	76.1	76.1	65.2	65.2	65.2
Electronic combat		79.7	79.7	79.7	79.7	79.7	72.3	72.3	72.3	72.2	72.2
Fixed-wing avionics		93.9	93.9	93.0	93.0	93.0	93.0	93.0	93.0	93.9	93.9
Conv. missiles/rockets		90.8	90.7	90.7	90.7	85.4	85.4	59.6	59.5	57.6	57.6
Satellites		92.0	92.0	92.0	92.0	92.0	92.0	92.0	92.0	64.2	64.2
Average FV		86.2	86.2	86.0	85.9	84.5	83.2	78.9	77.1	72.3	72.3
Weighted avg. FV		84.7	84.6	84.5	84.2	82.9	82.1	78.6	76.5	73.9	73.9
DoD average MV		2.20	2.31	2.33	2.27	2.44	2.50	2.71	2.67	2.83	2.83

**Figure 1. Parameterization of MINNMV**



Number of sites open are shown as labels on the excess capacity plot.

- ▲ Avg. percent excess capacity
- Average military value
- × Average FV
- × Missile/rocket FV

<b>DoD average MV</b>	<b>2.50</b>
<b>Percent change</b>	<b>13.6</b>

DoD weighted FVs		Wgt FV
Function		
Air vehicles		80.6
Munitions		76.1
Electronic combat		72.3
Fixed-wing avionics		93.0
Conv. missiles/rockets		85.4
Satellites		92.0
<b>Average FV</b>		<b>83.2</b>
<b>Weighted avg. FV</b>		<b>82.1</b>

Table 7. MINXCAP Model Output

Function	Department															Retained totals
	X					Y					Z					
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	
Retain=1, Close=0	1	0	1	0	1	1	1	0	0	0	0	1	0	0	1	7
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1	
Capacities																
Air vehicles	450	0	2500	0	0	5000	500	0	0	0	0	1200	0	0	0	9650
Munitions	850	0	4500	0	0	300	0	0	0	0	0	0	0	0	0	5650
Electronic combat	3000	0	0	0	0	1000	0	0	0	0	0	0	0	0	20	4020
Fixed-wing avionics	0	0	0	0	0	0	0	0	0	0	0	4000	0	0	0	4000
Conv. missiles/rockets	0	0	200	0	3000	0	0	0	0	0	0	700	0	0	200	4100
Satellites	0	0	300	0	0	0	0	0	0	0	0	0	0	0	2200	2500

Percent  
excess

Totals

DoD weighted FVs	
Function	Wgt FV
Air vehicles	64.9
Munitions	62.5
Electronic combat	74.5
Fixed-wing avionics	93.0
Conv. missiles/rockets	84.9
Satellites	90.5
Average FV	78.4
Weighted avg. FV	74.2

Table 8. MINSITES Model Output

Function	Department															Retained totals
	X					Y					Z					
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	
Retain=1, Close=0	1	0	1	0	0	0	0	0	0	0	1	1	0	1	1	6
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1	
Capacities																
Air vehicles	0	0	2500	0	0	0	0	0	0	0	3000	1200	0	2857	0	9557
Munitions	850	0	4500	0	0	0	0	0	0	0	1000	0	0	0	0	6350
Electronic combat	3000	0	0	0	0	0	0	0	0	0	0	0	0	1543	20	4563
Fixed-wing avionics	0	0	0	0	0	0	0	0	0	0	0	4000	0	0	0	4000
Conv. missiles/rockets	0	0	200	0	0	0	0	0	0	0	3000	700	0	300	200	4400
Satellites	0	0	0	0	0	0	0	0	0	0	250	0	0	300	2200	2750
																10.9
																12.14
Workload assigned																
Air vehicles	0	0	2406	0	0	0	0	0	0	0	3000	1200	0	2857	0	Totals
Munitions	850	0	3653	0	0	0	0	0	0	0	1000	0	0	0	0	9463
Electronic combat	1671	0	0	0	0	0	0	0	0	0	0	0	0	1543	20	5503
Fixed-wing avionics	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3234
Conv. missiles/rockets	0	0	200	0	0	0	0	0	0	0	0	3775	0	0	0	3775
Satellites	0	0	0	0	0	0	0	0	0	0	2343	700	0	300	200	3743
											250	0	0	30	2200	2480
Department avg. MV			3.0													
Percent change			25.0					0.0								2.5
								-100.0								4.2

DoD average MV  
Percent change

2.67  
21.2

DoD weighted FVs		Wgt FV
Function		
Air vehicles	80.6	
Munitions	65.2	
Electronic combat	72.3	
Fixed-wing avionics	93.0	
Conv. missiles/rockets	59.5	
Satellites	92.0	
Average FV	77.1	
Weighted avg. FV	76.5	



Table 9. MAXSFV Model Output

Function	Department															Retained totals
	X					Y					Z					
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	
Retain=1, Close=0	0	0	1	1	0	1	0	0	0	0	1	1	0	1	0	6
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1	
Capacities																
Air vehicles	0	0	2500	0	0	5000	0	0	0	0	3000	0	0	0	0	10500
Munitions	0	0	4500	0	0	300	0	0	0	0	1000	0	0	0	0	5800
Electronic combat	0	0	0	0	0	0	0	0	0	0	2000	0	0	1543	0	3543
Fixed-wing avionics	0	0	250	0	0	0	0	0	0	0	1000	4000	0	2000	0	7250
Conv. missiles/rockets	0	0	200	0	0	0	0	0	0	0	3000	700	0	0	0	3900
Satellites	0	0	0	4000	0	0	0	0	0	0	0	0	0	0	0	4000
																61.3
																24.10
Workload assigned																
Air vehicles	0	0	2500	0	0	5000	0	0	0	0	1963	0	0	0	0	Totals
Munitions	0	0	4500	0	0	300	0	0	0	0	703	0	0	0	0	9463
Electronic combat	0	0	0	0	0	0	0	0	0	0	2000	0	0	1234	0	5503
Fixed-wing avionics	0	0	250	0	0	0	0	0	0	0	1000	525	0	2000	0	3234
Conv. missiles/rockets	0	0	43	0	0	0	0	0	0	0	3000	700	0	0	0	3775
Satellites	0	0	0	2480	0	0	0	0	0	0	0	0	0	0	0	3743
Department avg. MV			2.5					2.0								2480
Percent change			4.2					11.1								

2.67  
21.2

Function	Wgt FV
Air vehicles	64.9
Munitions	59.6
Electronic combat	61.9
Fixed-wing avionics	73.1
Conv. missiles/rockets	56.6
Satellites	58.0
Average FV	62.3
Weighted avg. FV	62.9

Percent excess
11.0
5.4
9.6
92.1
4.2
61.3
24.10

Totals  
9463  
5503  
3234  
3775  
3743  
2480

Table 10. MINNMV Model Output: Alternative 1

Function	Department															Retained totals
	X					Y					Z					
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	
Retain=1, Close=0	0	0	1	1	0	0	0	1	0	0	1	1	0	1	0	6
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1	
Capacities																
Air vehicles	0	0	2500	0	0	0	0	0	0	0	3000	1200	0	2857	0	9557
Munitions	0	0	4500	0	0	0	0	2000	0	0	1000	0	0	0	0	7500
Electronic combat	0	0	0	0	0	0	0	0	0	0	2000	0	0	1543	0	3543
Fixed-wing avionics	0	0	0	3500	0	0	0	0	0	0	0	4000	0	0	0	7500
Conv. missiles/rockets	0	0	200	0	0	0	0	200	0	0	3000	700	0	300	0	4400
Satelites	0	0	300	4000	0	0	0	500	0	0	250	50	0	300	0	5400
																Wgt. avg.
																34.41
Workload assigned																Totals
Air vehicles	0	0	2406	0	0	0	0	0	0	0	3000	1200	0	2857	0	9463
Munitions	0	0	2503	0	0	0	0	2000	0	0	1000	0	0	0	0	5503
Electronic combat	0	0	0	0	0	0	0	0	0	0	1691	0	0	1543	0	3234
Fixed-wing avionics	0	0	0	3500	0	0	0	0	0	0	0	275	0	0	0	3775
Conv. missiles/rockets	0	0	200	0	0	0	0	200	0	0	2343	700	0	300	0	3743
Satelites	0	0	300	1080	0	0	0	500	0	0	250	50	0	300	0	2480
Department avg. MV			2.5					3.0					3.0			
Percent change			4.2					66.7					25.0			
DoD average MV								2.83								
Percent change								28.8								

DoD weighted FVs	
Function	Wgt FV
Air vehicles	80.6
Munitions	71.4
Electronic combat	64.4
Fixed-wing avionics	93.9
Conv. missiles/rockets	57.8
Satelites	65.4
Average FV	72.3
Weighted avg. FV	74.4

Table 11. MINNMV Model Output: Alternative 2

Function	Department															Retained totals
	X					Y					Z					
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E	
Retain=1, Close=0	1	1	1	1	0	0	0	0	0	0	1	1	0	0	0	6
Department Mil. Val.	3	3	3	2	1	2	1	3	2	1	3	3	2	3	1	
Capacities																
Air vehicles	0	7000	0	0	0	0	0	0	0	0	3000	1200	0	0	0	11200
Munitions	850	200	4500	0	0	0	0	0	0	0	1000	0	0	0	0	6550
Electronic combat	3000	0	0	0	0	0	0	0	0	0	2000	0	0	0	0	5000
Fixed-wing avionics	0	0	0	3500	0	0	0	0	0	0	0	4000	0	0	0	7500
Conv. missiles/rockets	0	0	200	0	0	0	0	0	0	0	3000	700	0	0	0	3900
Satelites	0	0	300	4000	0	0	0	0	0	0	250	50	0	0	0	4600
																Wgt. avg.
Workload assigned																37.42
Air vehicles	0	5263	0	0	0	0	0	0	0	0	3000	1200	0	0	0	Totals
Munitions	850	200	3453	0	0	0	0	0	0	0	1000	0	0	0	0	9463
Electronic combat	3000	0	0	0	0	0	0	0	0	0	234	0	0	0	0	5503
Fixed-wing avionics	0	0	0	3500	0	0	0	0	0	0	0	275	0	0	0	3234
Conv. missiles/rockets	0	0	200	0	0	0	0	0	0	0	2843	700	0	0	0	3775
Satelites	0	0	300	1880	0	0	0	0	0	0	250	50	0	0	0	3743
Department avg. MV			2.8					0.0					3.0			2480
Percent change			14.8					-100.0					25.0			
DoD average MV								2.83								
Percent change								28.8								

Percent excess

DoD weighted FVs	
Function	Wgt FV
Air vehicles	76.3
Munitions	65.7
Electronic combat	65.9
Fixed-wing avionics	93.9
Conv. missiles/rockets	56.9
Satellites	62.4
Average FV	70.2
Weighted avg. FV	71.6

# **Appendix A**

## **AMPL Model Input File**

```

# JCSG Model Example

# Ronald H. Nickel, Ph.D.
# LTC Roy Rice, USAF

# 8-3-94

set X_sites;          # The set of Department X sites.
set Y_sites;          # The set of Department Y sites.
set Z_sites;          # The set of Department Z sites.

set SITE := X_sites union {Y_sites union Z_sites};
                  # The set of all labs and T&E sites.

set EXCLD1 within SITE default {}; # A solution to be excluded.

set EXCLD2 within SITE default {}; # A solution to be excluded.

set EXCLD_INTER := if card(EXCLD2) > 0 then (EXCLD1 inter EXCLD2)
                  else EXCLD1;

set EXCLD_1DIFF2 := EXCLD1 diff EXCLD2; # Sites in EXCLD1 but not
                  # in EXCLD2.

set EXCLD_2DIFF1 := EXCLD2 diff EXCLD1; # Sites in EXCLD2 but not
                  # in EXCLD1.

set EXCLD_COMPLEMENT := SITE diff (EXCLD1 union EXCLD2);
                  # The set of sites not in EXCLD1 or EXCLD2.

param excld_num := max(0, card(EXCLD_INTER)-1);

set FUNC;            # The set of functions.

set SITE_CAP within {SITE, FUNC} ; # The set of site/function
                  # combinations that are
                  # meaningful.

param CAPAC {SITE_CAP}; # The functional capacity at each site for each
                  # meaningful site/function combination.

param no_func := card(FUNC); # The number of function types.

# Define the set performing missile functions.

set MISSLE_FUNC within {FUNC};

param missile_sites >= 0, default 15;
                  # Number of sites allowed to perform the
                  # missile function. Used in the policy
                  # imperative example (missile_sites = 3).

param max_sites >= 0, default card(SITE);
                  # Number of open sites allowed in the
                  # solution.

param REQ {FUNC}; # The DoD requirement for each function.

```

```

param MV {SITE};      # Military value for each site.

param NMV {s in SITE} := 4 - MV[s]; # Negative MV scoring.

param FV {SITE_CAP} >= 0.0; # Functional value by site and function.

param min_assign default 0.001; # Cannot assign less than
                                # min_assign * CAPAC[s,f] of
                                # function f to site s.

#
# Calculate upper bounds for the objective function components.
#

param MINNMV_UB := sum {s in SITE} NMV[s];

param MINSITES_UB := card(SITE);

param MINXCAP_UB := sum {(s,f) in SITE_CAP} CAPAC[s,f]/REQ[f];

param MAXSFV_UB := sum {(s,f) in SITE_CAP} FV[s,f];

param MAXFV_UB := sum {f in FUNC} max {(s,f) in SITE_CAP} FV[s,f];

#
# Use WGT_PCT to weight the functional value and non-functional value
# components of the objective functions.
#

param WGT_PCT >= 0, <= 100, default 99; # Percent of weight to put on
    # non-functional-value portion of the objective function.

param WGT1 := WGT_PCT; # Weight for non-FV portion of the objective
    # functions.

param WGT2 := 100-WGT1; # Weight for FV portion of the objective functions.

#
# Decision variables
#

var OPEN {SITE} binary >= 0;      # Open or closed decision variable for
    # each site.

var SITE_LOAD {(s,f) in SITE_CAP} >= 0.0, <= CAPAC[s,f];
    # Amount of the requirement for function f to
    # be assigned to site s . Amount assigned
    # is limited by capacity of site s to perform
    # function f.

var SITE_FUNC {(s,f) in SITE_CAP} binary;
    # 1 if any assignment of workload for function
    # f is made to site s; 0 otherwise.

# The following variables, ALPHA, BETA, and GAMMA, are used to find
# alternative solutions.

```

```

var ALPHA binary; # At least one site from the intersection is excluded
                  # from the solution.

var BETA binary; # At least one site from the complement of the union
                 # is included is included in the solution.

var GAMMA binary; # At least one site from
                  # EXCLD1 - (EXCLD1 intersect EXCLD2)
                  # and at least one site from
                  # EXCLD2 - (EXCLD1 intersect EXCLD2)
                  # are included in the solution.

#
# Objective Functions.
#

# Minimize total open site negative military value and
# maximize the normalized FV-weighted assignment of functional workload
# to sites.

minimize MINNMV:
    (WGT1/MINNMV_UB) * sum {s in SITE} OPEN[s]*NMV[s]
    - (WGT2/MAXFV_UB) * sum {(t,g) in SITE_CAP} FV[t,g]
    * (SITE_LOAD[t,g]/REQ[g]);

# Minimize the number of open sites and maximize the normalized
# FV-weighted assignment of functional workload to sites.

minimize MINSITES:
    (WGT1/MINSITES_UB) * sum {s in SITE} OPEN[s]
    - (WGT2/MAXFV_UB) * sum {(t,g) in SITE_CAP} FV[t,g]
    * (SITE_LOAD[t,g]/REQ[g]);

# Minimize total capacity and maximize the normalized FV-weighted
# assignment of functional workload to sites.

minimize MINXCAP:
    (WGT1/MINXCAP_UB) * sum {s in SITE} OPEN[s] *
        (sum {(s,f) in SITE_CAP} CAPAC[s,f]/REQ[f])
    - (WGT2/MAXFV_UB) * sum {(t,g) in SITE_CAP} FV[t,g]
    * (SITE_LOAD[t,g]/REQ[g]);

# Maximize functional value without workload assignment weightings
# and maximize the normalized FV-weighted assignment of functional
# workload to sites.

maximize MAXSFV:
    (WGT1/MAXSFV_UB) * sum {(s,f) in SITE_CAP} FV[s,f]
    - (WGT2/MAXFV_UB) * sum {(t,g) in SITE_CAP} FV[t,g]
    * (SITE_LOAD[t,g]/REQ[g]);

#
# Constraints
#

# The requirement for each function has to be met.

```

```

subject to func_assign {f in FUNC}:
    sum {(s,f) in SITE_CAP} SITE_LOAD[s,f] = REQ[f];

# Cannot assign functional workload to a site unless
# the site is open for assignment of that function.

subject to func_open {(s,f) in SITE_CAP}:
    SITE_LOAD[s,f] <= SITE_FUNC[s,f]*CAPAC[s,f];

# Sites with no functional requirement assigned
# are closed.

subject to site_closed {s in SITE}:
    OPEN[s] <= sum {(s,f) in SITE_CAP} SITE_FUNC[s,f];

# Allocation of functional requirements cannot be made
# to sites that are not open.

subject to site_open {s in SITE}:
    sum {(s,f) in SITE_CAP} SITE_FUNC[s,f] <= OPEN[s] * no_func;

# SITE_FUNC variables are set to 0 if little or no functional
# workload is assigned to a site.

subject to site_func_0 {(s,f) in SITE_CAP}:
    SITE_FUNC[s,f] <= SITE_LOAD[s,f]/(min_assign * CAPAC[s,f]);

# This constraint is an example of a policy imperative.
# Constrain the number of sites doing munitions work.
# This constraint only constrains the model if
#
#   missile_sites < card(SITE).

subject to missile_2 {f in MISSLE_FUNC}:
    sum {(s,f) in SITE_CAP} SITE_FUNC[s,f] <= missile_sites;

# This constraint is used to constrain the number of
# open sites in a solution. max_sites has a default
# value equal to card(SITE), i.e., it does not constrain
# the solution unless max_sites is set to a lower value.

subject to no_sites:
    sum {s in SITE} OPEN[s] <= max_sites;

#
# Exclude solutions defined by the sets EXCLD1 and EXCLD2.
#

subject to alt_opt_cond_1:
    sum {s in EXCLD_INTER} OPEN[s] <= excld_num + 1 - ALPHA;

subject to alt_opt_cond_2:
    sum {s in EXCLD_COMPLEMENT} OPEN[s] >= BETA;

subject to alt_opt_cond_3a:
    sum {s in EXCLD_1DIFF2} OPEN[s] >= GAMMA;

```



```
subject to alt_opt_cond_3b:  
    sum {s in EXCLD_2DIFF1} OPEN[s] >= GAMMA;  
  
subject to alt_opt_cond_123:  
    ALPHA + BETA + GAMMA >= 1;
```

**Appendix B**  
**AMPL Data Input File**

# Data file for JCSG optimization examples.

# Ron Nickel

# 7-6-94

set X\_sites :=

X\_A  
X\_B  
X\_C  
X\_D  
X\_E;

set Y\_sites :=

Y\_A  
Y\_B  
Y\_C  
Y\_D  
Y\_E;

set Z\_sites :=

Z\_A  
Z\_B  
Z\_C  
Z\_D  
Z\_E;

set EXCLD1 := X\_A X\_C X\_D Z\_A Z\_B Z\_D;

set EXCLD2 := X\_C X\_D Y\_C Z\_A Z\_B Z\_D;

set FUNC :=

Air\_Veh  
Mun  
E\_Cmbt  
Avion  
Mis  
Sat;

set SITE_CAP :	Air_Veh	Mun	E_Cmbt	Avion	Mis	Sat :=		
X_A		+		+	+	-	-	
X_B		+		+	-	-	-	
X_C		+		+	-	+	+	
X_D		-		-	-	+	-	
X_E		-		-	-	-	+	
Y_A		+		+	+	-	-	
Y_B		+		-	-	-	-	
Y_C		-		+	-	+	+	
Y_D		-		-	-	+	+	
Y_E		-		-	-	-	+	
Z_A		+		+	+	+	+	
Z_B		+		-	-	+	+	
Z_C		-		+	-	-	+	
Z_D		+		-	+	+	+	
Z_E		-		-	+	+	+	

# Used to model the policy imperative.

```
set MISSILE_FUNC := Mis;
```

```
param CAPAC:      Air_Veh Mun      E_Cmbt Avion  Mis      Sat :=
    X_A      450      850      3000      .      .      .
    X_B      7000      200      .      .      .      .
    X_C      2500      4500      .      250      200      300
    X_D      .      .      .      3500      .      4000
    X_E      .      .      .      .      3000      .
    Y_A      5000      300      1000      .      .      .
    Y_B      500      .      .      .      .      .
    Y_C      .      2000      .      400      200      500
    Y_D      .      .      .      3500      100      .
    Y_E      .      .      .      .      2000      .
    Z_A      3000      1000      2000      1000      3000      250
    Z_B      1200      .      .      4000      700      50
    Z_C      .      1000      .      .      200      .
    Z_D      2857      .      1543      2000      300      300
    Z_E      .      .      20      500      200      2200;
```

```
param FV:      Air_Veh Mun      E_Cmbt Avion  Mis      Sat :=
    X_A      50      88      67      .      .      .
    X_B      70      71      .      .      .      .
    X_C      68      58      .      92      62      71
    X_D      .      .      .      94      .      58
    X_E      .      .      .      .      89      .
    Y_A      57      54      91      .      .      .
    Y_B      72      .      .      .      .      .
    Y_C      .      88      .      78      59      64
    Y_D      .      .      .      69      93      .
    Y_E      .      .      .      .      92      .
    Z_A      81      72      52      72      56      85
    Z_B      92      .      .      93      59      61
    Z_C      .      75      .      .      50      .
    Z_D      86      .      78      66      65      73
    Z_E      .      .      77      71      91      93;
```

```
param REQ :=
    Air_Veh 9463
    Mun      5503
    E_Cmbt 3234
    Avion    3775
    Mis      3743
    Sat      2480;
```

```
# Banded military values for each site.
# 3 is good, 1 is bad.
```

```
param MV :=
    X_A      3
    X_B      3
    X_C      3
    X_D      2
    X_E      1
    Y_A      2
    Y_B      1
    Y_C      3
    Y_D      2
```

Y_E	1
Z_A	3
Z_B	3
Z_C	2
Z_D	3
Z_E	1;

## BRAC-95 Scenario Development Data Calls

Scenario  
Number

Description

### Technical Centers:

074     **NHRC San Diego.** Close the Naval Health Research Center San Diego.

ENC(2)

(2)

## BRAC-95 Scenario Development Data Calls

Scenario  
Number

Description

### Technical Centers:

- 075     **NAWC China Lake.** Realign the Naval Air Warfare Center China Lake test and evaluation missions primarily to Eglin AFB. Move the T&E mission/workload being performed in the functional areas of air vehicle, armament/weapons, and electronic combat from China Lake primarily to Eglin AFB, and to other core T&E activities to meet all China Lake T&E mission requirements. Move only associated facilities and personnel unique to performing the mission at China Lake, close or mothball the remaining facilities supporting these T&E functional areas. Retain the airspace for DoD missions.
- 076     **NAWC Pt Mugu.** Realign the Naval Air Warfare Center Point Mugu test and evaluation missions primarily to AFDTC Eglin AFB. Move the T&E mission/workload being performed in the functional areas of air vehicle, armament/weapons, and electronic combat from Pt. Mugu primarily to Eglin AFB, and to other core sites as required for satisfying all Point Mugu test requirements in the most cost effective way. Move only associated facilities and personnel unique to performing the mission at Pt. Mugu, close or mothball the remaining facilities being used to support the T&E mission in these three functional areas. Retain the airspace and island-based instrumentation for DoD missions.
- 077     **NAWC Pax River.** Realign the Naval Air Warfare Center Patuxent River test and evaluation missions primarily to Edwards AFB. Move the T&E mission/workload being performed in the functional areas of air vehicle, armament/weapons, and electronic combat from Pax River primarily to Edwards AFB, and to other locations as required to meet all testing requirements. Move only associated facilities and personnel unique to performing the mission at Pax River, close or mothball the remaining facilities supporting these three functional T&E areas. Retain the airspace for DoD missions.

## ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
CLOSE ATLANTA	57.5	-23.1	1 Year	-244.3
CLOSE ATLANTA:A	47.1	-24.0	Immediate	-265.4
CLOSE ATLANTA:B	60.3	-24.0	1 Year	-251.8

All Dollars shown in Millions

Notes:

ENCLOSURE (10) 7



## Disposition of Billets/Positions

Scenario		Officers	Enlisted	Civilian	Students	Total
CLOSE ATLANTA	Eliminate	25	321	162		508
	Move	51	339	16	0	406
CLOSE ATLANTA:A	Eliminate	26	325	166		517
	Move	50	335	12	0	397
CLOSE ATLANTA:B	Eliminate	27	328	165		520
	Move	49	332	13	0	394

## One-Time Costs Summary

Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svgs	Net Costs
CLOSE ATLANTA	45.8	0.9	3.2	6.6	0.9	57.5	0.3	57.2
CLOSE ATLANTA:A	37.9	0.9	3.2	4.0	0.9	47.1	0.2	46.9
CLOSE ATLANTA:B	50.5	0.9	3.2	4.6	0.9	60.3	0.3	60.0

All Dollars shown in Millions

Notes:

# MILCON Summary Report

Scenario		CLOSE ATLANTA		
Construction		DOBBINS AFB, GA		
Description	Type	New Rqmt	Rehab Rqmt	Cost
NARCEN	SCHLB	37,000	0	6.5
TOTAL				6.5

All Dollars shown in Millions

# MILCON Summary Report

Scenario		CLOSE ATLANTA		
Construction		MCAS NEW RIVER, NC		
Description	Type	New Rqmt	Rehab Rqmt	Cost
RESCEN	ADMIN	50,000	0	9.2
MAINT/HANGAR TYPE 1	AIROP	38,000	0	6.9
COMELECT/ARMOR	AMMOS	10,000	0	2.4
FAMILY HOUSING	FAMLQ	42	0	4.9
HELO RAMP/APRON	HORIZ	31,500	0	2.8
ORGANIZATIONAL(TAC	HORIZ	7,500	0	0.6
POV PARKING	HORIZ	12,500	0	1.1
VEH MAINTENANCE	MAINT	4,800	0	0.7
STINGER SIMULATOR	OPERA	10,000	0	1.6
TOTAL				30.7

All Dollars shown in Millions

# MILCON Summary Report

Scenario		CLOSE ATLANTA		
Construction		NAS SOUTH WEYMOUTH, MA		
Description	Type	New Rqmt	Rehab Rqmt	Cost
RUNWAY EXTENTION	HORIZ	31,400	0	4.0
TRAINING BUILDING	SCHLB	20,000	0	4.5
TOTAL				8.5

All Dollars shown in Millions

# MILCON Summary Report

Scenario		CLOSE ATLANTA:A		
Construction		DOBBINS AFB, GA		
Description	Type	New Rqmt	Rehab Rqmt	Cost
NARCEN	SCHLB	37,000	0	6.5
SUPPLY/STORAGE	STORA	0	6,000	0.6
TOTAL				7.2

All Dollars shown in Millions

# MILCON Summary Report

Scenario		CLOSE ATLANTA:A		
Construction		MCAS NEW RIVER, NC		
Description	Type	New Rqmt	Rehab Rqmt	Cost
RESCEN	ADMIN	50,000	0	9.2
MAINT/HANGAR TYPE 1	AIROP	38,000	0	6.9
COMELECT/ARMOR	AMMOS	10,000	0	2.4
FAMILY HOUSING	FAMLQ	42	0	4.9
HELO RAMP/APRON	HORIZ	31,500	0	2.8
ORGANIZATIONAL(TAC	HORIZ	7,500	0	0.6
POV PARKING	HORIZ	12,500	0	1.1
VEH MAINTENANCE	MAINT	4,800	0	0.7
STINGER SIMULATOR	OPERA	10,000	0	1.6
TOTAL				30.7

All Dollars shown in Millions